

*Policy Statement
for the
department of*
Recreation & Parks

DRAFT

ALBERTA RECREATION AND PARKS

DRAFT POLICY STATEMENT

FOR PUBLIC REVIEW

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**ALBERTA RECREATION AND PARKS
DRAFT POLICY STATEMENT
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ALBERTA RECREATION AND PARKS DRAFT POLICY STATEMENT HIGHLIGHTS

The Alberta Recreation and Parks Draft Policy Statement establishes the general policy directions for Alberta Recreation and Parks which will be used as the basis for departmental decision making and the provision of services. Some of the directions represent new initiatives; some represent a revitalized approach to existing services; and others involve a continuation of existing approaches and services. The policy highlights summarized in the following list, reflect both the major areas which will be emphasized by the department and the management orientation the department will adopt to effectively implement the policy directions.

RECREATION VIEWED AS AN IMPORTANT COMPONENT OF CONTEMPORARY SOCIETY

The department increasingly considers recreation as an important means to enhance the quality of life of Albertans. Through participation in recreation, each person can grow and develop.

BALANCE BETWEEN RESOURCE PROTECTION AND DEVELOPMENT OF THE NATURAL ENVIRONMENT

The department encourages a balance between heritage resource protection and the development of the natural environment. Both satisfy basic needs and improve the quality of life.

LEISURE EDUCATION

The department will emphasize programs which deal with leisure attitudes, knowledge and skills of Albertans. This emphasis will actively consider health promotion initiatives within the context of the recreation system.

INTERPRETIVE EDUCATION

The department will continue to encourage park visitors to enhance their understanding of the natural, historical and cultural resources of the parks system.

GREATER PARTICIPATION IN QUALITY PROGRAMS

The department will emphasize initiatives which encourage more Albertans to participate in quality recreation programs that provide the opportunity for participants to grow and develop.

CONTINUING KEY ROLE FOR THE VOLUNTEER

Volunteers will continue to be recognized as the foundation for recreation development in Alberta. Volunteers will play an important role in the provision of services and opportunities of selected areas in the department's parks system.

**RECRUITING AND TRAINING
LEADERS**

The department will continue to emphasize initiatives which focus on the development of recreation and parks leaders. Leadership development considers both the recruiting of an adequate supply of leaders and the training and skill development of leaders.

**PROMOTION OF
MANAGEMENT PRACTICES**

The department will encourage good management practices throughout the recreation and parks system. For provincial associations, municipalities and community groups this means that an emphasis will be placed on upgrading management skills.

**CONSERVATION AND
PRESERVATION OF
ALBERTA'S NATURAL
HERITAGE**

The department will ensure that its parks system plays an appropriate role in preserving and conserving outstanding natural, historical and cultural resources for Alberta's residents and visitors.

**FOCUSED OBJECTIVES FOR
THE DEPARTMENT'S PARKS
SYSTEM**

The department's activities and decisions concerning its parks system will be guided by four general objectives. These objectives relate to protection, outdoor recreation, heritage appreciation and tourism.

**QUALITY OF THE
DEPARTMENT'S PARKS
SYSTEM**

The department will emphasize the quality of its parks system. This will be done by upgrading the existing parks system and focusing on ways to refine and improve the system. Four season development of the parks system will continue to be important.

**ENHANCED RECREATIONAL
USE OF WILDERNESS AREAS**

The department will emphasize a broader range of recreation opportunities in Wilderness Areas. Expanded opportunities will be in keeping with the wildland intent of Wilderness Areas.

**ATTENTION TO THE
ESTABLISHMENT OF
ECOLOGICAL RESERVES**

The department will actively pursue the establishment of Ecological Reserves in the province.

**PARKS AND OUTDOOR
RECREATION
OPPORTUNITIES**

The department will continue to emphasize the development of open space and outdoor recreation opportunities for residents of Alberta. Such emphasis will consider the provision of outdoor recreation opportunities near settled or urban areas.

**COMMUNITY FACILITY UPGRADING,
RETROFITTING AND
RENOVATING**

The department will encourage an approach to community facility development that emphasizes upgrading, retrofitting and renovating. Although this does not preclude new construction, the focus will be toward protecting community investment and to fully utilize existing facilities.

**EFFECTIVE PLANNING BY
RECREATION AND PARKS
AGENCIES**

The department will continue to encourage effective planning (needs assessment, market planning, feasibility studies, etc.) by provincial associations, municipalities, community groups and other recreation and parks agencies.

INFORMATION

The department will place an emphasis on the dissemination of relevant information throughout the recreation and parks system.

DIVERSE FINANCIAL BASE

The department will place increased emphasis on maintaining and creating a diverse financial base for recreation and parks development. This would include support from individual users through fees and charges, support from the voluntary not-for-profit sector, corporate support, support from the different levels of government, lotteries and innovative fund raising.

ECONOMIC CONSIDERATIONS

The department will carefully consider initiatives in recreation and parks which can stimulate economic growth and contribute to the overall well-being of Albertans. The relationship of tourism to the department's parks system will be an important consideration.

**FOCUSED AND TARGETTED
APPROACH**

The department will focus on areas of the provincial recreation and parks system most in need. Comprehensive needs assessments will determine departmental services.

**CORPORATE MANAGEMENT
PLANNING**

The department will move toward the development of its programs and services within a corporate planning framework.

SELF-RELIANCE/AUTONOMY

The department will move toward approaches which place more responsibility with the individual and department client groups.

**COLLABORATIVE
APPROACHES**

Collaborative approaches to the development and provision of services will be earnestly pursued by the department.

PRIVATIZATION

The department will move toward approaches which nurture involvement of the voluntary not-for-profit sector and the commercial sector. The department will consider the appropriateness of selected departmental functions moving to these sectors.

**ATTENTION TO PUBLIC
INPUT**

Input from individuals and agencies will continue to be fundamental to the development and review of the department's programs and services.

**EXPERIMENTATION AND
PILOT PROJECTS**

The department will make greater use of experimental and pilot projects as a means of evaluating costs and benefits of new initiatives.

**GREATER EFFICIENCY AND
LESS REGULATION**

The department will make the best possible use of available resources and ensure that the complexity of all departmental procedures is minimized.

PREFACE

As a department of the provincial government, Alberta Recreation and Parks' mandate is focused on improving the quality of life for Albertans through recreation development and heritage resource protection and appreciation. The authority of Alberta Recreation and Parks is established through legislation which defines major areas of responsibility and establishes broad parameters for its operation. This Draft Policy Statement translates this legislation into policy in light of both the current needs of Albertans and the changes that are occurring in today's society.

This Draft Policy Statement provides a broad direction for the provision and orderly development of Alberta Recreation and Parks' recreation and heritage resource protection programs. The report states Alberta Recreation and Parks' conceptual base and identifies its mandate, role and intended future direction. This broad direction has been developed to respond to the needs of Albertans, as expressed in the public input process used in developing this draft report.

The Alberta Recreation and Parks Draft Policy Statement reflects proposed policy for all functions under the Minister of Alberta Recreation and Parks, including the Alberta Sport Council, the Recreation, Parks and Wildlife Foundation and the functions of Kananaskis Country. Appendix A illustrates the general structure of the Ministry of Alberta Recreation and Parks. The terms "department" and "Alberta Recreation and Parks" are intended to include the two crown corporations and Kananaskis Country. In cases where there is a specific function for the crown corporations or Kananaskis Country, specific acknowledgement will be made.

In Part I, the conceptual foundation of the department is addressed through a discussion of leisure and heritage resource protection in contemporary society and the role of government in recreation and heritage resource protection. Part II brings this discussion within the context of Alberta Recreation and Parks by stating the department's general policy which comprises enabling legislation, mission statement, beliefs and guiding principles and general policy goals.

Part III states more specific directions by dealing with program policy in six areas: knowledge, attitudes and values; opportunities for participation; leadership development; land and facility development, protection and management; financial and management considerations; and economic considerations. It is the program policy statements contained in this part that set out, more specifically, the department's intentions. Part IV, the final part of the report, moves beyond policy and establishes a perspective that outlines approaches which will be used to implement the policy directions.

This Draft Policy Statement is the result of a comprehensive information collection process that sought input and discussion from people involved in a wide range of areas related to the department's mandate. Information was collected in a number of different ways. Workshops were held in several communities across the province to discuss the future of recreation and parks development in Alberta and the role of Alberta Recreation and Parks. In all, over three hundred people participated in the workshops. Other individuals, either independently or as part of an organization or agency, prepared written submissions discussing their views of how Alberta Recreation and Parks could respond to the recreation and heritage resource protection challenges of the future.

Additional information was collected from forty-four recognized leaders involved in, and knowledgeable about, selected functions in recreation and parks development in Alberta. Each person prepared a paper that outlined their views on a particular aspect of the provincial recreation and parks system. Each person was invited to discuss the views expressed in their paper with senior staff of the department.

Two major surveys were carried out to better understand the recreation needs, participation patterns and opinions of the people of Alberta. Approximately four thousand households in Alberta completed the 1984 Public Opinion Survey on Recreation, and over seven thousand visitors to the department's parks system completed the Visitor Opinion Survey. Both surveys provided important information for the Draft Policy Statement.

Finally, the information collection process also considered information related to recreation and parks development in other jurisdictions. For the most part, this consisted of a review of planning and policy-related reports.

Appendix B lists the many individuals who contributed, in one way or another, to the development of this Draft Policy Statement. In a very real sense, this Policy Statement has been developed to meet the needs of Albertans as expressed through the information collection process.

The Alberta Recreation and Parks' Draft Policy Statement reflects an appreciation of the aims of other provincial government agencies. Together, all agencies including Alberta Recreation and Parks, must be guided by complementary initiatives directed towards improving the quality of life of Albertans.

This Draft Policy Statement has been developed to guide Alberta Recreation and Parks. The proposed directions in this document are presented to the provincial recreation and parks community and the public for discussion and consultation. Following review and Ministerial consideration, the Policy Statement will be finalized and strategies will be prepared for key areas identified as being important departmental functions, as defined by this Policy Statement.

Part I

Background And Situation Assessment

BACKGROUND AND SITUATION ASSESSMENT

Part I of the Draft Policy Statement outlines a perspective of how Alberta Recreation and Parks views both leisure and heritage resource protection in contemporary society. Such a perspective points to certain areas that, by their very nature, have consequence for, and require, policy response.

Following the discussion on leisure and heritage resource protection, the responsibility of government involvement in heritage resource protection and recreation development is discussed. This is followed by a presentation of some of the major challenges faced by the provincial recreation and parks community. In large measure, these two sections provide a basic rationale for the policy directions presented in Parts II and III.

LEISURE IN CONTEMPORARY SOCIETY

To say that people in Alberta, in Canada and in other parts of the world are living in a period of change sounds somewhat trite. Change is a fact of life. What is remarkable, however, is that there is a growing awareness of change, actual and impending, which will alter ways of living. As difficult as it is to fully comprehend this change, society is moving into the latter years of the twentieth century experiencing a shift in previously unquestioned cultural beliefs and values.

People today live in a society where transience, stimulus-overload, time pressure, changing values and beliefs, evolving social norms, advancing technology and automation are increasingly a part of life. People face challenges that were unknown just a few decades ago. These challenges now create problems for a growing number of people. Although some people must cope with problems related to life-threatening situations such as drug or alcohol abuse, mental illness and suicide, for most people the challenge is to lead meaningful and significant lives in a world of change. Living in a world of rapid change has created the need for new kinds of understanding. The connection between work and leisure is one area of the human experience where new understanding is required.

Work and Leisure

The future of work and leisure in Alberta must be clearly understood if Alberta is to move toward the twenty-first century as a positive, thriving and healthy society.

For many generations, work has been seen as the primary source of self-identity and the basis for much of a person's social life.

The change that is becoming more and more evident is one that not only sees work continuing as a major concern of a person's life but one that also considers leisure as an increasingly important partner to work in life. People are looking more and more to that part of their life, outside of work, for meaning and significance.

While work will continue to be essential in the Alberta context, leisure is increasingly being viewed as a means of improving life satisfaction. Work and leisure are becoming equally essential to the quality of life.

While this province's economic progress will continue to be dependent on the development of natural resources, the production of goods and the provision of services, social development, on the other hand, will increasingly depend on how leisure is used. What is required is a recognition that the positive use of leisure is rewarding and is an important part of the life experience. Satisfying work will remain the key in Alberta. The challenge facing Albertans is to encourage positive leisure experiences to grow alongside work, so that both provide for rich, meaningful, significant and satisfying lives.

Leisure and Recreation Defined

In determining future directions of Alberta Recreation and Parks, it is necessary to understand and distinguish between "leisure" and "recreation".

Leisure

The department views "leisure" as discretionary or non-obligatory time. Increasingly, the department sees the wise use of leisure as an important source of meaningful experience and a way of fulfilling one's potential.

This view of leisure offers important challenges for the recreation and parks community in the coming years. The first challenge is to encourage the provision of opportunities for all Albertans for the creative and satisfying use of discretionary time. The second challenge is to encourage the community-at-large to re-examine the important aspects of life and determine the place of leisure in life, and then to help people understand and use leisure accordingly.

Recreation

Alberta Recreation and Parks views participation in recreation activities as an expression of leisure that happens in a variety of ways and takes a variety of forms. Recreation may be an organized, structured activity or may take place spontaneously.

Alberta Recreation and Parks believes that recreational pursuits should not only be freely chosen and socially acceptable, they should also help meet certain basic human needs and interests. Recreation activities should be satisfying and have the potential to contribute to the well-being of the individual and of society.

By considering recreation to be an opportunity in which an individual engages in during leisure time, the department supports the definition of recreation established at the 1974 Conference of Provincial Recreation Ministers and which was re-confirmed at the 1983 Interprovincial Ministers' Conference, namely that:

"Recreation is all those things that a person or group chooses to do in order to make their leisure time more interesting, more enjoyable and more personally satisfying."

The Growing Impact of Recreation on Lifestyles and the Quality of Life

People today live a different kind of life than their parents lived a generation ago. In fact, they live a different kind of life than they themselves lived only a few years ago. It is clear that people's lifestyles have changed significantly over the past few decades and there is every indication that people's lifestyle will continue to change in the future.

Although it is difficult to accurately identify future conditions and trends, some major lifestyle changes are evident in Alberta today. People's attitudes toward work and recreation are undergoing a basic change as feelings about recreation are linked increasingly to ideas on the quality of life.

There is also a growing desire for novelty and change, and recreation is seen as a means of satisfying such desire. Similarly, people frequently seek challenging self-motivated experiences to create feelings of competence and self-determination. More and more people look to recreation to provide a sense of challenge.

As well, people are turning to recreation to provide a sense of control and freedom of choice over their personal lives as social and economic trends, such as unemployment and underemployment, restrict many people's freedom of choice.

Recreation has a serious purpose as an area of human experience vital to personal growth. In order to fulfill this role, recreation must be entered into voluntarily and be flexible enough to satisfy the highly personal quality-of-life needs that only each individual can identify for himself or herself.

Seen within the context of leisure, recreation has the potential to contribute to the well-being and quality of life of individuals and society at large. To realize this potential, recreation must challenge, stimulate, reward and satisfy. Only then can recreation enrich and contribute to meaning in life.

Recreation enhances quality of life in many ways. Participation in recreational experiences contributes to a person's psychological, social and physical well-being.

Some of the psychologically-based needs that can be satisfied through recreation experiences include escape, challenge, relaxation, control, creativity and inner peace. These needs, when satisfied, often bring feelings of competence and self-determination, and thus enjoyment. Positive and enjoyable recreation experiences can ease physical and psychological tensions and stress.

Socially-based needs that can be met through recreation relate to interpersonal communication, social interaction and competition. Through recreation, people can gain an understanding of themselves, others and their environments, receive attention and recognition and attain social respect, a sense of belonging and improved self-concept.

Physically-based needs that can be met through recreation relate to an improvement in cardiovascular and respiratory functioning, and increased muscular and heart strength. Recreation can assist in the control of obesity and emotional stress. There is also a growing indication of a relationship between physical recreation and psychological well-being. That is, people exercise not only because it is good for them, but because it feels good.

Satisfying recreation experiences can also increase job satisfaction and performance. Research shows employee fitness programs can improve health, reduce absenteeism and job turnover rates, change attitudes and feelings, improve energy levels and reduce fatigue.

Recreation can also contribute to family cohesiveness and personal productivity. The development and promotion of family-oriented recreation opportunities can contribute to family cohesiveness and marital satisfaction.

Recreation can provide a sense of personal productivity. It can give people a sense of meaning in themselves and society. Recreation can help people realize their full potential. Recreation is more than an outlet for a person's energies or a pleasant method of distraction. It is part of ourselves, our growth, our satisfaction and our lifestyles. It injects freedom and creativity into our lives. It helps us become the best that we are able to become.

Recreation can also contribute to lifelong education. Since recreation means choice in experiences, it can personalize learning, development and training. It can play an essential role in lifelong personal development based on choice, interest and self-determination.

In summary, Alberta Recreation and Parks views recreation as a necessary and motivating force in individual lives and important to the social well-being of our communities and the province as a whole.

HERITAGE RESOURCE PROTECTION IN CONTEMPORARY SOCIETY

Need for Balance

In a province where growth and development have been associated largely with the use of abundant mineral, forestry and agricultural resources, there is a need to achieve the right balance between heritage resource protection and development. The dilemma that confronts resource-based economies like Alberta's is this: the move to diversify the economy and encourage industrial growth demands a corresponding move to manage those exhaustible resources underlying the economic activity so that raw materials continue to be available.

In the latter half of the nineteenth century, the attitude that wilderness was there to be conquered gave way to a new perspective on the value of landscape and natural resources. This shift led to the establishment of the first national parks and other protected areas.

By the mid-twentieth century, differences had developed between advocates of conservation as a means of ensuring wise use of resources and those who promoted conservation as a means of contributing to the quality of life and the environment. Demands emerged for parks to be managed as truly protected natural areas, resulting in the establishment of the first provincial parks designed to preserve both natural and historical resources.

In the late 1960s, attention shifted to maintaining the world ecosystem. Governments created departments to monitor and protect the environment and conservation-oriented interest groups attracted attention.

In 1980, the World Conservation Strategy was established, underscoring a growing international interest in the integration of heritage resource protection and development. This emphasis on integration does not imply that protected areas are no longer required but rather, that such areas constitute one means of maintaining a balance between man and the environment. At the provincial level, protected areas such as Wilderness Areas, Ecological Reserves and Provincial Parks* can play a central role in ensuring support of World Conservation Strategy objectives.

The current situation in Alberta reflects a sensitivity to both the need to protect and the need to use the natural environment for economic growth. Although technological progress toward a diversified industrial and urban society has continued to put pressure on natural resources and the province's diverse natural landscapes, there has also come a realization that the supply of resources is not infinite, and overdevelopment can affect the quality of the environment. Methods of heritage resource protection are necessary to maintain an ongoing supply of natural resources to meet future demands.

Heritage Resource Protection: A Conservation-Preservation Continuum

The term "heritage resource protection" refers to the conservation-preservation continuum and is used in this Draft Policy Statement to indicate the conservation and/or preservation of the natural, historical and cultural landscapes and features of the province.

The terms "conservation" and "preservation" are often used interchangeably. Although they are both forms of heritage resource protection, they have distinct meanings based on the degree of protection involved. Conservation is viewed as the capability of a resource to provide opportunities for continued use; and preservation is viewed as the protection of the integrity, authenticity and intrinsic value of the resource in perpetuity.

* Chapter 4 discusses the role of Wilderness Areas, Ecological Reserves and Provincial Parks.

Values and Benefits of Heritage Resource Protection

The values and benefits of heritage resource protection are many and varied and relate to both the satisfaction of human needs and the improvement in the quality of life. Protected areas can assist in developing and promoting an environmental land ethic by heightening awareness of the natural environment and man's relationship with the natural environment. This may lead to a more informed society, able to comprehend and address man-land relationship issues. Protected areas can also be used by educational institutions for formal learning and research, and can provide informal learning for people participating in recreational activities in natural environments.

Protected areas can also retain reserves of commodities for unknown future uses and can provide a reference point or benchmark against which natural or human induced changes can be measured. Protection of natural environments allows for the safeguarding of elements such as water sources which are vital to human health and survival.

Finally, heritage resource protection has a value in terms of enjoyment. This includes recreational and health benefits and can be linked to inspirational, aesthetic and spiritual benefits.

Heritage Resource Protection and Development

A comprehensive approach to man-nature relationships and the protection of significant natural environments is required which stresses the need for integrating development and heritage resource protection. Both development and heritage resource protection satisfy human needs and improve the quality of life. It is becoming increasingly evident that economic objectives can and should be achieved in concert with environmental considerations. Unless development conforms to conservation principles, it cannot be sustained, nor will it benefit society. At the same time, without economic development, which must be ecologically sound, heritage resource protection cannot succeed because of the effort that must be devoted to meeting basic subsistence needs. Therefore development strives to achieve human goals largely through the use of the natural environment, while conservation aims to achieve human goals by ensuring such use can continue.

GOVERNMENT RESPONSIBILITY FOR RECREATION AND HERITAGE RESOURCE PROTECTION

The question as to the role of government involvement in recreation and heritage resource protection must be viewed in the context of the broader role of government in society and the public's overall perception of government's responsibility. The reasons governments are involved in providing a particular service relate to phrases like: distributive justice; equal opportunity; meeting needs and social values; creating desirable outcomes; serving all constituents; providing public goods; and the public safety and welfare of people and the total community.

In this light, government is involved to ensure people have access to opportunities and to reduce barriers which may limit access. Although barriers most obviously relate to financial considerations, barriers may also relate to location, time, ancillary services, attitudes and ability.

If social well-being is to be achieved, all segments of society must have the right to gain benefit through recreation and heritage resource protection practices. From government's perspective, the less fortunate or weakest segments of society should be supported in a fair and equitable manner. Disparities in recreation opportunities must be addressed by government and services established to support those adversely affected. For recreation, disparities in opportunity for involvement and inequities in the results gained from the experience should attempt to be reduced by providing services to those who are less fortunate.

With respect to heritage resource protection, government is involved to protect finite resources. Government is placed in trust of these resources by the public. In this sense, heritage resource protection is a public responsibility even if a majority of people never experience a direct encounter with wilderness or nature itself. The human spirit is recreated by the knowledge that all people have shared in protecting natural, historical and cultural resources.

Recreation and heritage resource protection are two areas which respond to concerns of the public and impact a majority of the people. The values inherent in recreation and heritage resource protection make them important

resources for social and economic development and for shaping the culture in which people live and find a sense of identity.

Government is also involved to ensure basic public safety. With government involvement people can be assured that experiences and opportunities provided by the recreation community meet basic levels of public safety. Government involvement will also encourage the provision of quality opportunities that will ensure that the use of discretionary time is a genuinely rewarding experience.

Recognizing recreation and heritage resource protection as legitimate public needs implies that they can be viewed as public goods. Not only are benefits derived by many people from recreation and parks, there is also a recognition that the benefits are not divisible. That is, the benefits accrue to all people - not just a fortunate few.

Freedom of choice is another important reason that increasingly justifies government's involvement in recreation and heritage resource protection. This relates to the nature of governments; they are agencies for collective action; and they are the means society has to achieve collective objectives such as well-being, justice and freedom. As societies become more complex and people's lives become more interrelated, people's sense of freedom and choice become partially limited. Thus, the more demands that are made on limited resources, the more the need arises for society to determine who gets what and when. Government, by its very nature, has the ability and is best suited to allocate resources to society-at-large.

Economic benefits must also be recognized as an important factor related to government involvement in recreation and heritage resource protection. Government investment in recreation can generate and stimulate economic growth. Conservation initiatives allow for sustained use of resources and therefore ensure continued economic benefits.

In the final analysis, providing recreation is not simply an arrangement between a buyer and a seller in a marketplace; it is also a matter of distributing benefits to society as a whole. Recreation is not simply a commodity; it is also a social phenomenon. It is not merely a private enterprise but also a public responsibility.

MAJOR CHALLENGES FOR THE PROVINCIAL RECREATION AND PARKS COMMUNITY

It is essential that the policies in this report relate directly to the major challenges facing recreation and heritage resource protection in Alberta now, and in the future. The major challenges presented in this section emerged through an analysis and synthesis of needs and trends related to the recreation and parks community in Alberta. Needs were identified through a variety of mechanisms including surveys, questionnaires, public meetings and selected papers prepared on specific issue areas. Social, economic, technological and environmental trends and their impact on the recreation and parks community were identified through detailed review of available forecasts of expected future conditions.

Need for New and Improved Partnerships and Inter-Agency Networking

There will be a need to increase co-operation and the pursuit of new partnerships. If recreation and heritage resource protection services are to effectively meet the needs of Albertans, delivery agents cannot afford to operate independently of each other. Partnerships with education, health care, environmental agencies, private business and so on will be essential. Networking within agencies will become increasingly important to the transfer and sharing of information.

Forecasts predict a period of transition. Conceptual bases and roles will change as delivery agents try to react to new circumstances. The prospect of these major changes will give impetus to the pursuit of communication and co-ordination. Communication among all delivery agencies will become even more important. The increase in available information will increase the need for better communication and co-ordination.

Co-ordination to avoid duplication, fill service gaps and encourage the best use of resources will become a major challenge that will only increase with time.

Need for Integrated Long Range Planning

Changes in what is delivered to whom and by whom and over what period of time will demand more appropriate information and alternatives for decision making. Decisions on services now provided - what to continue, modify or eliminate - will demand information on efficiency, economy, equity and effectiveness.

Need for Improved Visionary Leadership and Management

The management of effective organizational transitions and the elimination of potential conflict situations will require more capable management. Capable leadership in times of transition will be essential, with increasing pressure on recreation and heritage resource protection professionals to give visionary yet reality based direction.

Need for Reconciliation of Social and Economic Development Responsibilities of Recreation and Heritage Resource Protection

Unemployment, social malaise, family structure pressure and so on will require the provincial recreation and parks system to be more relevant and contribute appropriate solutions to such social problems. Leisure education will become increasingly important.

Continuing emphasis on economic growth and diversification and pressure for less government spending, will require that more attention be given to the economic role of recreation and heritage resource protection and to other financial concerns. Agencies will have to give more time and attention to the consideration of the impact of their activities relating to the balance of their social and economic efforts.

Need for Reconciliation of Heritage Resource Protection and Development Responsibilities

Current and future economic conditions will put more demands on natural resources. The supply of long-term resources is limited, so governments must represent the public interest. Land is the classic limited resource;

governments can safeguard natural resource areas for conservation or preservation, and designate land and facilities for recreational use. There is also a need for government agencies to preserve our landscape-related cultural heritage in the form of historical buildings and archeological sites. Once destroyed, these cannot be replaced. Governments are in the best position to ensure people have access to these resources, and to ask the present generation to bear the cost of maintaining heritage resources for future Albertans.

Need to Raise the Leisure and Environmental Awareness of Albertans

If people are to benefit from recreation and heritage resource protection services, they must understand the benefit the services provide to individual Albertans and to his or her community. People will need more information on using their leisure time meaningfully. Leisure education and promotion of positive recreation and heritage resource protection values will become more important.

Need to Improve Public Accessibility to, and Equity in, Recreation and Parks Opportunities

Certain population groups participate less than others. The scope, size and characteristics of these groups will change over time. It is essential that their needs are identified and met today and that they are monitored to ensure that expected trends and their effect on participating groups is dealt with effectively in the future.

Need to Respond to Increasing Recreation Demands Recognizing a Diminishing Resource Base

Continuing pressure to respond to increasing demands for programs and services, even though the resource base may decrease, requires that all programs and services be developed and implemented in the most efficient and effective manner possible. Available resources must be directed to those areas of the recreation and heritage resource protection system where needs are the greatest.

Need for More Stable and Diverse Funding for Recreation and Heritage Resource Protection

There will be a need to stabilize and diversify the funds available for recreation and heritage resource protection services. Rising costs of providing services combined with limited or sometimes decreasing financial resources will require recreation and parks agencies to look for innovative ways to improve their fiscal situation.

Need for Improved Understanding of the Recreation Marketplace and of the True Values of Recreation and Heritage Resource Protection

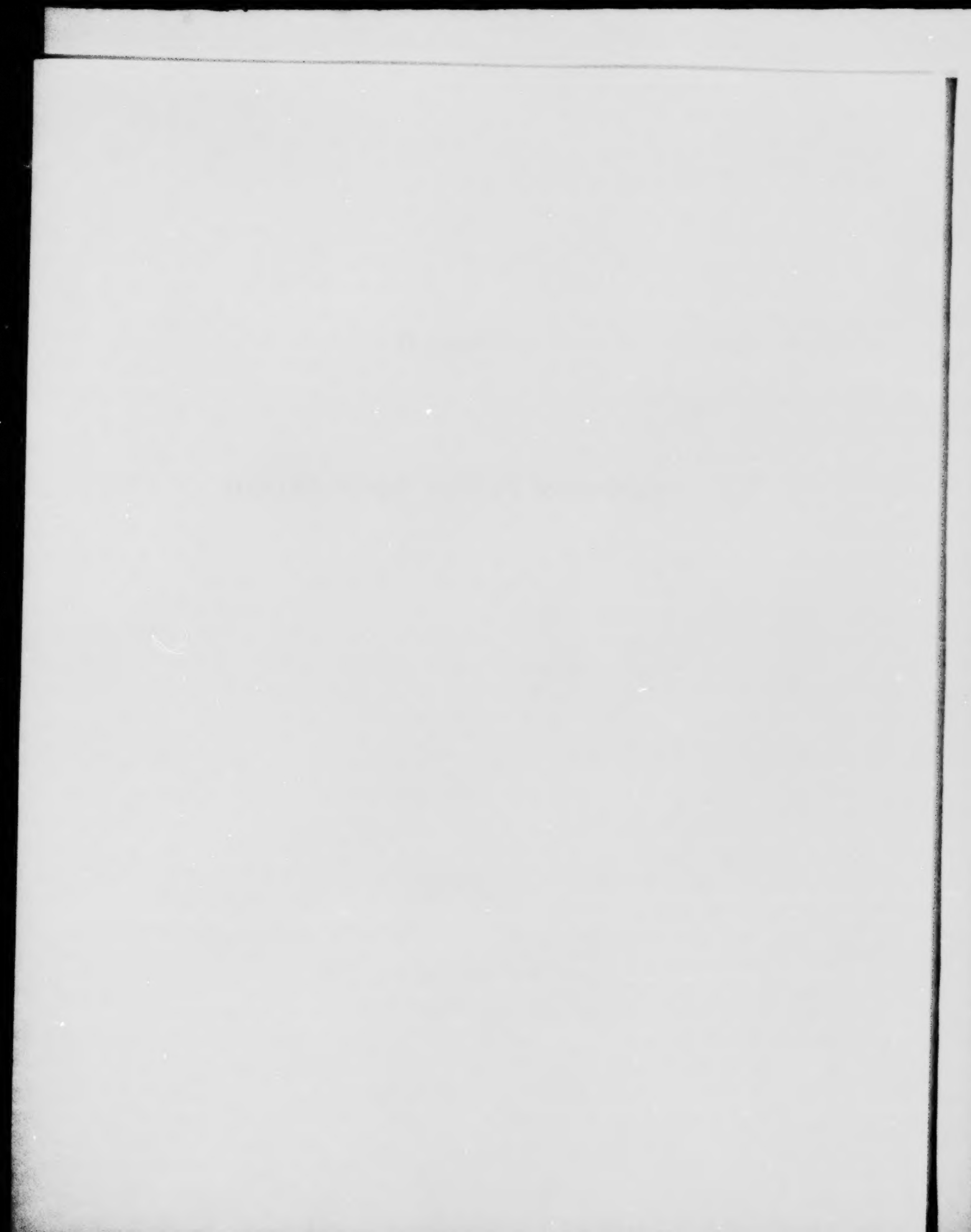
There is an increasing need to gain a better understanding of the recreation marketplace and of the true values of recreation and heritage resource protection. Needs analysis, supply/demand analysis, cost/benefit assessments and other techniques will provide a better understanding of the dynamics in the recreation market system and will be required as part of the program development and evaluation process. An improved understanding of the true values of recreation and heritage resource protection will lead to the provision of more relevant programs that provide the greatest possible benefit for participants.

In summary, Part I has identified the general parameters in which the Policy Statement is being developed. It discusses leisure and recreation, and heritage resource protection as important parts of contemporary society and provides a rationale for government involvement in these services. Major challenges facing the provincial recreation and parks community in Alberta were then identified.

The policies in the following sections are founded on the important role of recreation and heritage resource protection to individual and societal well-being and represent the directions that will be pursued by Alberta Recreation and Parks to meet, in part, the challenges facing the recreation and parks movement in Alberta.

Part II

General Policy Foundation



GENERAL POLICY FOUNDATION

This part of the report provides an initial general policy framework for Alberta Recreation and Parks, out of which program policies evolve. First, legislation, which establishes the department and the parameters under which it operates, are identified. Following this, the mission statement and the beliefs and guiding principles of the department are presented. Finally, the desired conditions toward which the department will strive are stated as policy goals.

LEGISLATION

The Alberta government, recognizing the value of recreation and heritage resource protection to the individual and society, has enacted legislation to establish Alberta Recreation and Parks and define its major areas of responsibility and operational parameters.

The Department of Recreation and Parks Act establishes the Department of Recreation and Parks; allows for appointment of staff, experts and advisory boards; and for the collection of fees and the provision of grants.

The Recreation Development Act establishes a means for the promotion, encouragement and orderly development of recreation activities and facilities for the betterment of the people of Alberta; allows for the appointment of boards or committees; and enables municipalities to establish recreation areas, provide recreation services, enter into recreation agreements with other municipalities or school authorities and levy taxes and spend money for recreation services.

The Provincial Parks Act enables the department to acquire land for Provincial Parks or Recreation Areas; develop and maintain Provincial Parks for the conservation and management of flora and fauna, for the preservation of specified areas and objects therein that are of geological, cultural, ecological or other scientific interest, and to promote park use and enjoyment for outdoor recreation; to develop and maintain Recreation Areas for use and

enjoyment of outdoor recreation; establish, develop and maintain a system and classification of Parks and Recreation Areas; make dispositions; and appoint staff to administer and operate Provincial Parks and Recreation Areas.

The Wilderness Areas, Ecological Reserves and Natural Areas Act enables the department to establish Wilderness Areas; to establish Ecological Reserves for the purpose of scientific research, establishing examples of natural or modified natural ecosystems, preserving rare or endangered native plants or animals or unique or rare examples of natural biological or physical features; establishes an Advisory Committee on Wilderness Areas and Ecological Reserves; and establishes permitted and non-permitted uses in Wilderness Areas and Ecological Reserves.

The Recreation, Parks and Wildlife Foundation Act establishes the Recreation, Parks and Wildlife Foundation; establishes the purpose of the foundation, to provide an opportunity to persons and organizations to make donations to the foundation for the development of recreation programs, facilities and services, the development or maintenance of parks and management, conservation or preservation of fish and wildlife; and enables the foundation to acquire property, make grants, publish and distribute information and conduct membership and fund-raising campaigns.

The Alberta Sport Council Act establishes the Alberta Sport Council; establishes the purposes of the council as being to develop, manage and operate technical programs and services for coaches, officials and developing athletes; organize, manage and operate the Alberta Games and associated preliminary events; encourage people and organizations to assist the council; provide funds to individuals and organizations and to solicit financial contributions.

ALBERTA RECREATION AND PARKS' MISSION STATEMENT

The mission of Alberta Recreation and Parks is:

To enhance the individual and social well-being of Albertans and the economy of Alberta by providing and encouraging the provision of recreation opportunities and participating in a provincial system for the protection and appreciation of the natural, historical and cultural resources of the province.

This mission statement identifies the primary service role of Alberta Recreation and Parks as being directed toward: the provision and facilitation of recreation opportunities; and the protection and appreciation of natural, historical and cultural resources. This statement recognizes that Alberta Recreation and Parks is a part of a larger provincial system and that a spirit of co-operation is necessary. It recognizes the individual and social benefits of recreation and the department's responsibility to enhance these benefits. It also reflects the importance of preservation and conservation for the protection and appreciation of natural, historical and cultural resources. The mission statement also reflects a responsibility for Alberta Recreation and Parks in enhancing Alberta's economy.

The information gathered for this Draft Policy Statement reflects that in the delivery of recreation opportunities the department should, wherever possible, take a facilitator role. On the other hand, when dealing with the department's land-base, there is a need to clearly identify and operationalize its stewardship role in the protection of representative and special heritage resources of the province.

BELIEFS AND GUIDING PRINCIPLES

The following statements reflect the basic beliefs of Alberta Recreation and Parks which will act as broad guidelines for taking action and making policy choices. They also outline the principles by which services will be developed and delivered. They are, in part, derived from the broader fundamental beliefs of the provincial government and the department's interpretation of the place of recreation and heritage resource protection in society.

The beliefs and guiding principles are intended to guide Alberta Recreation and Parks generally and to provide the basis upon which more specific policies will be developed.

A. RECREATION AND HERITAGE RESOURCE PROTECTION SHOULD BE CONSIDERED WITHIN THE LARGER CONTEXT OF OTHER SOCIAL, ECONOMIC AND NATURAL RESOURCE CONSIDERATIONS.

This implies:

- . Recreation and heritage resource protection should be considered in an integrated manner which considers the impact of each on people, the economy and the environment.
 - . The recreation and parks community must work co-operatively with other disciplines (e.g., education, health, environmental agencies) to maximize benefits to Albertans.
 - . The development of recreation and heritage resource protection services in Alberta should be based on the identification and recognition of the needs and desires of the citizens of Alberta.
-

B. RECREATION IS AN IMPORTANT SOCIAL SERVICE WHICH RESULTS IN SUCH FUNDAMENTAL BENEFITS AS ENHANCED PHYSICAL, MENTAL AND SOCIAL WELL-BEING TO PEOPLE AND TO SOCIETY. TO REALIZE THESE BENEFITS, EVERY ALBERTAN HAS THE RIGHT TO BASIC RECREATION OPPORTUNITIES.

This implies:

- . Recreation is a social service which can assist in individual and community development, improve the quality of life and enhance social functioning.
- . All Albertans, regardless of age, sex, creed or ability, should have the opportunity to participate in recreation. Access to programs and services should not be unreasonably limited due to any of these factors.

- . Albertans have diverse interests, skills and needs. Where reasonable, these should be nurtured to the individual's level of satisfaction. Recreation can develop the creative potential and talents of people.
- . Individuals should have the opportunity and freedom to choose whether or not to take part in recreation.
- . The pursuit of excellence is recognized as a worthwhile goal for individuals and worthy of support from the department; recreation participants should have the opportunity to seek greater personal achievement and skill development in recreation.
- . Recreation can help citizens interact, creatively express themselves and contribute positively to the lives of others.
- . Recreation can encourage development and maintenance of healthy, innovative, self-renewing voluntary and public organizations.

C. THE INDIVIDUAL IS THE PRIMARY AND CENTRAL FOCUS OF RECREATION PROGRAMS AND SERVICES. INDIVIDUALLY, AS A FAMILY OR AS A SOCIAL GROUP, ALBERTANS ARE ULTIMATELY RESPONSIBLE FOR THEIR OWN RECREATION. RECREATION OPPORTUNITIES SHOULD STRESS SELF-FULFILLMENT, DEVELOPMENT OF INTERPERSONAL RELATIONSHIPS AND FOSTERING OF THE FAMILY AND SOCIAL INTEGRATION.

This implies:

- . The department encourages self-help and self-determination in the provision of recreation opportunities. Public resources may be needed to help provide recreation services, but people must also be encouraged to plan and provide services for themselves.
- . Participants have a responsibility to contribute to the costs of programs or services, provided that opportunities for participation are not significantly jeopardized due to costs.
- . The physical, social and mental well-being of the participant should be the central focus of recreation programs and services.
- . Recreation can and should play an important function in strengthening the family unit.

D. PROVIDING SUPPORT SERVICES FOR RECREATION OPPORTUNITIES IS A SHARED RESPONSIBILITY. THE MANY AGENCIES INVOLVED SHOULD OPERATE IN A SPIRIT OF PARTNERSHIP AND MUTUAL RESPECT.

This implies:

- . No single agency is solely responsible for the development of recreation; it is a joint enterprise, shared by many sectors and levels of government.
- . An environment of open communication and co-operation between agencies should be encouraged and maintained.
- . The roles and responsibilities of specific agencies should be identified, and relevant relationships should be developed and maintained.

More specifically, Alberta Recreation and Parks ascribes to the following:

- . Recreation is a public service for which all levels of government have a degree of responsibility.
- . The department recognizes that several provincial government departments have various degrees of direct and indirect involvement in providing leisure services and will work co-operatively with them.
- . The department recognizes the importance of local autonomy and local responsibility in providing recreation services.
- . Local governments have a primary responsibility for recreation at the local level. The department supports and encourages the development of recreation services through municipal governments as they work co-operatively with agencies, organizations and individuals within the municipal jurisdiction.
- . The recreation and parks board is regarded as a principle vehicle for co-ordination of recreation and parks services in the municipality.
- . Commercial sector involvement in recreation development is viewed as necessary and vital. A favorable climate should be promoted within which private initiative, funds and talent can be used to develop and provide recreation opportunities.

- . Volunteers play a significant role in delivering recreation and heritage resource protection programs and services in Alberta.
- . Provincial voluntary associations and organizations play a key role in the provincial recreation and parks system.
- . The delivery of recreation services to the local level by provincial associations or organizations should be through the local associations or groups who work co-operatively with the municipal authority.

E. HERITAGE RESOURCE PROTECTION IS AN IMPORTANT PUBLIC RESPONSIBILITY AND IS FUNDAMENTAL TO HUMAN EXISTENCE.

This implies:

- . Heritage resource protection yields several fundamental benefits. It maintains essential ecological processes and life support systems, preserves genetic diversity and ensures sustainable use of species and ecosystems.
- . Unique and representative physical, biological and ecological features of the province should be protected for the appreciation, enjoyment and advancement of knowledge of present and future generations.

F. ALBERTA RECREATION AND PARKS ACKNOWLEDGES ITS RESPONSIBILITY TO PROVIDE A VARIETY OF OUTDOOR RECREATION OPPORTUNITIES AND PROTECT NATURAL, HISTORICAL AND CULTURAL LANDSCAPES AND FEATURES OF THE PROVINCE.

This implies:

- . Alberta Recreation and Parks acknowledges that protected natural, historical and cultural landscapes represent an important legacy for future generations. Alberta Recreation and Parks, therefore, acknowledges its stewardship responsibility for a system of representative and special landscapes, and features of Alberta's natural, historical and cultural heritage.

- . The department should operate and manage its land-base to protect natural, historical and cultural landscapes, and provide outdoor recreation opportunities according to specified standards which are developed according to the intended purpose of the property.
- . Alberta Recreation and Parks acknowledges its responsibility to preserve and conserve an adequate resource base to ensure future outdoor recreation needs.
- . Alberta Recreation and Parks acknowledges the need to establish a diversified parks system that recognizes the diverse outdoor recreation needs of the public, and recognizes the inherent differences in environmental sensitivity among the different heritage resources within the system. The entire parks system, rather than individual areas, provides for this diversity. The parks system must be seen as constituting a continuum capable of providing recreational use in varying degrees.
- . Alberta Recreation and Parks believes that its parks system provides a distinctive range of quality outdoor recreation experiences and heritage resource protection opportunities, many of which are not or cannot be provided in recreation and heritage resource areas managed by others.
- . Alberta Recreation and Parks recognizes the role and relationship of its parks system in the tourism infrastructure of the province, particularly its role in providing access to outdoor recreation opportunities, provision of accommodation facilities and incentives for increased rural visitations with corresponding economic returns.
- . Alberta Recreation and Parks recognizes that the benefits of its parks system must be distributed as widely as possible so that they are accessible to the majority of Alberta residents.

G. ALBERTA RECREATION AND PARKS RECOGNIZES THAT IT IS NEITHER THE SOLE PROTECTOR OF NATURAL, HISTORICAL AND CULTURAL LANDSCAPES AND FEATURES, NOR THE SOLE PROVIDER OF OUTDOOR RECREATION OPPORTUNITIES.

This implies:

- . No one agency or sector can, or should be expected to, provide the full continuum of outdoor recreation and heritage resource protection services. Only through the concerted efforts of governmental agencies at all levels, the commercial sector and the citizenry-at-large can a

comprehensive provincial network of natural, historical and cultural resources be achieved and adequate outdoor recreation opportunities provided.

- . The department's parks system should be complementary to, rather than competitive with, the commercial sector and other public agencies.
- . Alberta Recreation and Parks recognizes that at the provincial level it has an important role to play in co-ordinating the overall development of outdoor recreation and protecting heritage resources.

H. ALBERTA RECREATION AND PARKS ACKNOWLEDGES ITS RESPONSIBILITY TO ENSURE ALBERTANS HAVE ACCESS TO INFORMATION ON VARIOUS ASPECTS OF LEISURE, RECREATION AND HERITAGE RESOURCE PROTECTION.

This implies:

- . Providing information to enhance awareness and knowledge about recreation and heritage resource protection is an important responsibility of the department and the provincial recreation and parks community.
- . Special emphasis should be placed on promoting the importance of leisure and recreation as an important part of a balanced lifestyle, on ways to integrate leisure and recreation into lifestyle; and on the importance of understanding and maintaining the quality of natural, historical and cultural landscapes and features.

I. ALBERTA RECREATION AND PARKS ACKNOWLEDGES ITS RESPONSIBILITY TO ENHANCE THE DEVELOPMENT OF RECREATION AND HERITAGE RESOURCE LEADERS WHO CAN HELP PEOPLE DISCOVER AND DEVELOP THEIR TALENTS AND ACQUIRE DESIRED PERSONAL SKILLS.

This implies:

- . Volunteers and volunteerism should be maintained as a basic foundation of the recreation delivery system.

- . Quality should be encouraged throughout the leadership system. Recreation and heritage resource leaders should be encouraged to develop and upgrade their skills on an ongoing basis.
- . Paid professional staff are an important component of the recreation and heritage resource leadership system. Professional staff should work to enhance the effectiveness of the volunteer system.

J. ALBERTA RECREATION AND PARKS WILL EMPLOY A NUMBER OF ROLES DEPENDING ON THE NATURE AND TYPE OF DESIRED SERVICES.

This implies:

- . As a protector, the department is responsible for establishing a system of representative and special landscapes and features and is entrusted with the stewardship of these lands to ensure they are available for the enjoyment, understanding and appreciation of present and future generations.
- . As a planner, the department seeks to obtain optimal benefits through efficient use and distribution of provincial recreation and parks resources. This involves co-operating with other public and private agencies to move toward an approach which is anticipatory in nature.
- . As a facilitator, the department uses a consultative and information-providing approach to assist clients in meeting their needs.
- . As a collaborator, the department shares and co-operates with others using collective action and mutual assistance to achieve common aims.
- . As a provider, the department delivers recreation and heritage resource protection services directly. This role will generally be pursued only after other delivery methods are deemed inappropriate. The primary provider role of the department relates to its parks system.

POLICY GOALS

Policy goals evolve from the foregoing beliefs and guiding principles and represent a desired state or condition toward which the department will direct its efforts. The policy goals represent broad general statements which identify the full scope of the department's operation and establish directions

for it to pursue. They provide a framework to establish more specific, measurable directions as expressed in program policy statements. The seven policy goals that follow provide this overall guidance for Alberta Recreation and Parks.

Policy Goal No. 1

TO ENCOURAGE ALBERTANS TO DEVELOP A BROADLY-BASED UNDERSTANDING AND AWARENESS OF THE WISE USE OF LEISURE AND THE VALUE OF HERITAGE RESOURCE PROTECTION AND TO FOSTER THE DEVELOPMENT OF POSITIVE ATTITUDES TOWARD LEISURE AND HERITAGE RESOURCE PROTECTION.

This policy goal strives for a better understanding of leisure and heritage resource protection by the general public. Awareness provides a foundation for people and society to build positive attitudes toward, and an appreciation for, leisure and heritage resource protection. The policy goal statement also stresses the need to establish initiatives to encourage Albertans to develop positive attitudes toward leisure and heritage resource protection.

Policy Goal No. 2

TO PROVIDE AND ENCOURAGE THE PROVISION OF A WIDE RANGE OF RECREATION OPPORTUNITIES SO THAT ALBERTANS HAVE POSITIVE EXPERIENCES AT THE LEVEL AND INTENSITY OF THEIR CHOICE.

This policy goal is oriented toward making available to Albertans a diverse choice of recreation opportunities and improving accessibility to such opportunities. It recognizes that people have different needs, interests and reasons for participating. They have different abilities and aspirations to increase their skills in recreation opportunities. The policy goal statement recognizes that individuals should have a choice of recreation opportunities and the degrees to which they wish to develop their skills. To encourage positive experiences, it is necessary to offer many different opportunities throughout Alberta so people can choose to take part in activities they find meaningful to their individualized needs.

Policy Goal No. 3

TO ENCOURAGE THE ORDERLY DEVELOPMENT OF A WIDE RANGE OF QUALIFIED LEADERS TO ASSIST ALBERTANS TO HAVE MEANINGFUL RECREATION EXPERIENCES.

Often people choose to take part in recreation opportunities which demand organized and collective effort or someone to help them develop their skills. Volunteer and professional leaders provide this support. This policy goal recognizes the need for a wide range of leaders to provide support for various opportunity needs which must be met. The support may be organizational, technical or in providing instruction or support services. Whatever the case, it is desirable that the leaders involved are competent and capable of assisting the participant to have meaningful and positive recreation experiences.

Policy Goal No. 4

TO PRESERVE AND PROTECT IN PERPETUITY SIGNIFICANT REPRESENTATIVE AND SPECIAL NATURAL AND CULTURAL LANDSCAPES AND FEATURES AND LANDSCAPE-RELATED PREHISTORIC AND HISTORIC RESOURCES OF THE PROVINCE WITHIN AN INTEGRATED PARKS SYSTEM.

This policy goal acknowledges the department's role in preserving and protecting significant examples of the natural environment of the province. It recognizes the importance of protecting both representative natural landscapes as well as special or unique features. As well, it acknowledges the role of Alberta Recreation and Parks as one of a number of agencies responsible for protecting examples of significant cultural landscapes throughout the province.

Policy Goal No. 5

TO DEVELOP AND MANAGE THE NATURAL, HISTORICAL AND CULTURAL RESOURCES WITHIN THE DEPARTMENT'S PARKS SYSTEM TO PROMOTE AND ENHANCE VISITOR ENJOYMENT, UNDERSTANDING AND APPRECIATION OF THE RESOURCES, WHILE MAINTAINING THE INTEGRITY OF THE RESOURCE BASE.

Albertans and visitors to the province are encouraged to visit areas of the department's parks system. Alberta Recreation and Parks has the responsibility to provide opportunities for residents and visitors to enjoy and understand these special places in ways which are compatible with the long term protection of the natural, historical and cultural landscapes and features present. The parks system as a whole offers a wide variety of outdoor recreation and heritage resource protection opportunities.

Policy Goal No. 6

TO FOSTER THE ORDERLY DEVELOPMENT OF RECREATION AND PARKS IN ALBERTA BY ENHANCING BOTH THE MANAGEMENT FUNCTION AND FINANCIAL BASE WITHIN THE RECREATION AND PARKS COMMUNITY.

One of the major challenges facing the recreation and parks community is to co-ordinate services and use resources effectively within the "partnership" of agencies that together make up the provincial recreation and parks system. Public demand to reduce government spending but at the same time maintain and improve services is something that has come to be expected. As a result, there is an ongoing need to find new funding sources and effectively and efficiently use existing resources.

The approach to supplying recreation and park services must be planned and co-ordinated and must involve the public in decision making. Pertinent up-to-date information must be generated, collected and shared. This policy goal recognizes the importance of managing resources effectively for the mutual benefit of all who make up the provincial recreation and parks system.

Policy Goal No. 7

TO ENCOURAGE AND PURSUE THE DEVELOPMENT OF RECREATION AND PARKS OPPORTUNITIES IN A MANNER WHICH CONSIDERS ECONOMIC BENEFITS AND PROMOTES ECONOMIC DIVERSIFICATION IN ALBERTA.

In the past, the importance of recreation and parks to provincial and local economies has not been clearly defined nor purposely pursued to any extent. The economic importance of recreation and parks should be considered as a part of the decision-making process regarding what recreation and parks services should be provided. Two issues that require special consideration are the tourism role of the department's parks system and the development of the provincial recreation industry. It is important, however, to reinforce that economics must be considered within the context of the primary social and heritage resource protection mandates of the department.

In summary, Part II has established the general policy foundation for Alberta Recreation and Parks. Enabling legislation resulted from the recognition by the provincial government that recreation and heritage resource protection are important public services. It establishes the authority for the department to exist and outlines the parameters under which it will operate. The mission statement is a broad statement of management and operational intent. Beliefs and guiding principles reflect the basic intentions of the department and act as broad guidelines for taking action and making choices. Policy goals identify the scope of the department's operation and represent a desired state or condition toward which the department will direct its efforts.

Together these broad policy directions establish the foundation upon which the program policies which follow are based.

Part III

Program Policy Directions

PROGRAM POLICY DIRECTIONS

In the final analysis, the department's mission, beliefs and guiding principles and policy goals find significance in the development of program policy. These program policies are formulated to more specifically guide the department's programs, services and initiatives in meeting the needs of the residents of Alberta.

The policies in this part are based on the understanding that the overall development of recreation and parks in Alberta will be enhanced through departmental involvement in six key areas, namely:

- Chapter 1 Knowledge, Attitudes and Values
- Chapter 2 Opportunities for Participation
- Chapter 3 Leadership Development
- Chapter 4 Land and Facility Development, Protection and Management
- Chapter 5 Management and Financial Considerations
- Chapter 6 Economic Considerations

While the program policies in each chapter are different and address a wide range of areas, they must be viewed as part of an interdependent system where program policies contribute toward the accomplishment of one or a number of the general policy goals.

In addition to recognizing the interdependent nature of the program policies, it is also necessary to recognize that the policies are not static; rather, they are meant as statements that must evolve and respond to an ever changing environment.

Chapter 1

Knowledge, Attitudes And Values

CHAPTER 1 - KNOWLEDGE, ATTITUDES AND VALUES

This chapter focuses on approaches which will be used by Alberta Recreation and Parks to enhance public knowledge, attitudes and values of leisure and heritage resource protection. As it pertains to leisure, the department will focus on initiatives which encourage the development of sound attitudes toward an improved understanding of the values and benefits associated with the positive use of discretionary time. For heritage resource protection, the department is concerned with enhancing Albertans' appreciation of the natural, historical and cultural resources managed by the department and encouraging an appreciation and awareness of conservation and preservation.

In order to initiate and maintain the leisure and heritage resource protection education and attitude formulation process, two inter-related approaches will be used. The first approach involves the establishment of learning opportunities and initiatives to objectively present information which enhances individual citizen awareness, knowledge and understanding of leisure and heritage resource protection. The second approach moves beyond enhancing awareness toward specific persuasive initiatives to positively affect attitudes and beliefs. For the most part, Alberta Recreation and Parks will develop initiatives to combine learning or educative initiatives with persuasive initiatives designed to encourage people to recognize and adopt positive attitudes and beliefs. In the final analysis, carefully planned and co-ordinated initiatives which complement and reinforce one another will have the greatest positive impact on attitudes and beliefs about leisure and heritage resource protection.

1.1 EDUCATION FOR LEISURE

This section is concerned with encouraging societal and individual well-being through the worthy and wise use of leisure and enabling and helping individuals clarify their leisure values and attitudes, in other words, education for leisure.

Increasing Awareness and Knowledge of Leisure

Alberta Recreation and Parks will encourage the development and implementation of a leisure education concept that equips people with the awareness and knowledge required for the wise use of leisure and encourages a way of life that incorporates leisure pursuits as an integral component of modern living.

The leisure message communicated to the public should deal with day-to-day life wherein leisure is rewarding and enjoyable and, above all, done by choice. It is Alberta Recreation and Parks' position that over the course of a number of years a leisure ethic will evolve within the mainstream of society and will be an essential consideration to not only the programs and services of recreation agencies but to other human service agencies as well.

Initiatives developed and implemented within this context will focus primarily on ways to enhance awareness and knowledge of leisure. Departmental initiatives will present information in objective, non-biased terms.

Influencing Leisure Attitudes and Behavior

Increasing awareness and knowledge about leisure through learning and educative initiatives will be accomplished in combination with persuasive initiatives designed to positively influence leisure attitudes and behavior. Initiatives designed to influence attitudes and behavior use a wide range of methods which must be based on well-formulated research that considers societal values and beliefs.

The department's aims are not unlike the aims of agencies involved in other areas of the human experience. In this province, the Alberta Alcohol and Drug Abuse Commission has implemented a number of programs to educate and inform people and improve the public's awareness about a wide range of issues and problems related to alcohol and drug abuse. At the national level, ParticipAction has implemented a number of initiatives to affect the attitudes of Canadians about fitness and physical health. In a similar fashion, it is Alberta Recreation and Parks' intention to support a process in Alberta that positively affects leisure attitudes.

Influencing attitudes and behavior cannot and should not be done in isolation from society-at-large. Alberta Recreation and Parks will therefore seek to identify those values related to leisure that are important to society and that should be promoted to gradually affect attitudes and behavior. It is these values that will direct Alberta Recreation and Parks' initiatives to develop and promote leisure in Alberta. In this process, Alberta Recreation and Parks will be one part of the system. Not only must other recreation and human service agencies be involved but, above all, people must be involved.

In conclusion, it should be recognized that one kind of concern may be raised against calling education for leisure a matter of changing attitudes; it may be interpreted as setting the groundwork for trying to influence people. There is only one answer to this concern; yes, that is what is being called for. Society should acknowledge its values, and if the positive use of leisure is one of its values, it should be promoted.

1.2 ENVIRONMENTAL EDUCATION

In the Alberta context, a number of agencies are involved in environmental education, one of which is Alberta Recreation and Parks. The policy directions indicated in this section establish both the department's perception of environmental education in Alberta society as well as departmental initiatives in support of environmental education.

Alberta Recreation and Parks recognizes that environmental education is an important learning process in society and is an essential area for continued development. The department views environmental education as a process which provides opportunities for Albertans to develop their knowledge and awareness of, and attitudes toward, Alberta's environment and to reflect this view of the environment in their way of life.

The department is also committed to a certain view of environmental education; a view that is in keeping with the directions established in the United Nation's 1975 Belgrade Charter, and as such Alberta Recreation and Parks believes that environmental education should consider the environment in its totality - natural and man-made, ecological, political, economical,

technological, social, legislative, cultural and aesthetic; environmental education should be a continuous, life-long process, both in school and out of school; and environmental education should be interdisciplinary in its approach.

Toward a Better Understanding and Appreciation of the Natural Environment

The department believes that sustaining and enhancing the quality of life in Alberta requires a serious and balanced commitment to nature preservation and conservation. An enhanced appreciation of the environment will allow people to develop their attitudes and values about nature preservation and conservation and the inherent benefits of initiatives associated with protecting Alberta's landscape-related natural, historical and cultural heritage.

As such, Alberta Recreation and Parks will support the continued development of a conservation ethic in Alberta which recognizes the protection of natural features, landscapes and species as an important component of society and a major factor defining the quality of life in Alberta.

Environmental education and the promotion of a conservation ethic in Alberta requires well-formulated initiatives to help people acquire knowledge through understanding the total environment and through acquiring an awareness of, and sensitivity to, that environment.

Alberta Recreation and Parks will support the development of initiatives that enhance individual understanding of the nature preservation and conservation message. This enhanced understanding will encourage the development of positive attitudes about the environment. In addition, the department will enhance individual and societal appreciation of the heritage resource protection values of lands under the department's jurisdiction. Through various means, Alberta Recreation and Parks will indicate and display the range of protection afforded by the parks system managed by the department.

Interpretive Education - An Important Focus for Alberta Recreation and Parks

The preceding discussion indicates the value of, and the importance Alberta Recreation and Parks attaches to, environmental education. While recognizing the need for all individuals to gain a better understanding of the environment, Alberta Recreation and Parks is committed to a revitalized emphasis on selected department initiatives within the broad area of environmental education.

Alberta Recreation and Parks' emphasis in environmental education will be on interpretive education programs and services in its parks system. Visitors to the department's parks system will be encouraged to enhance their understanding of the heritage resource landscapes and features they are visiting.

The types of interpretation and heritage appreciation opportunities available on the department's land base will generally complement the department's land classification system discussed in Chapter 4. Within certain restrictions, passive, unstructured experiential opportunities will be encouraged on those areas under the department's jurisdiction that emphasize protection (e.g., Wilderness Areas, Ecological Reserves). More structured, direct programs that provide a range of interpretive experiences will be encouraged on those lands under the department's jurisdiction that emphasize the provision of recreational and educational experiences (e.g., Provincial Parks, Recreation Areas).

Alberta Recreation and Parks is also committed to actively encouraging the use of the department's parks system by other agencies or groups for interpretive education. This type of promotion may be directed toward schools, colleges, universities, interest groups, families and individuals whereby the parks system components become living workshops for understanding nature.

An important responsibility of Alberta Recreation and Parks in interpretive education is the provision of facilities and sites for the delivery of selected programs. This may include actual buildings or facilities such as trails and outdoor mini-theatres.

Effective interpretive education requires effective leadership. Leaders who are knowledgeable and well-equipped are an important means of delivering the heritage resources message to the public. For its part, Alberta Recreation and Parks will provide support to interpretive education leaders so they can deliver high-quality effective field trips, learning resource material and related environmental programs on lands administered by the department.

Since some Albertans may not be able to enhance their knowledge about the environment by experiencing the natural, historical and cultural resources of the province, a concentrated effort is required to bring the message to the people. Although Alberta Recreation and Parks' role will be limited to collaborative efforts with other agencies, the department will encourage the provision of programs which bring interpretive programs to the people in their communities.

Chapter 2

Opportunities For Participation

CHAPTER 2 - OPPORTUNITIES FOR PARTICIPATION

The previous chapter dealt, in part, with the importance of positive use of leisure time. The policies presented in this chapter focus on the means by which Alberta Recreation and Parks will approach the provision of meaningful recreation opportunities in which to participate during leisure time. The provision of positive recreation opportunities is a fundamental aim of the initiatives of Alberta Recreation and Parks and a foremost consideration throughout the entire provincial recreation and parks system.

Participation in recreation activities can take place on an individual basis requiring little or no organization or support services. In fact, the majority of recreation participation takes place outside formal programs of public recreation and parks agencies. The primary emphasis of Alberta Recreation and Parks in relationship to participation of this nature will be to encourage involvement in meaningful opportunities. This will be accomplished largely through the educative initiatives presented in Chapter 1.

The emphasis of this chapter will be on policy directions geared at providing a diversity of programs which require an organized approach for their provision. Policies will consider the diverse needs of Albertans and visitors to the province.

2.1 TOWARD A CO-ORDINATED SYSTEM FOR DEVELOPING PARTICIPATION OPPORTUNITIES

Alberta Recreation and Parks recognizes that the challenge of meeting the diverse range of recreation demands requires a co-operative effort from all recreation and parks agencies and organizations in the province. The department encourages and supports a co-ordinated approach and is committed to effective co-operative planning in the development of opportunities for participation.

Enhanced working relationships between the provincial recreation and parks system and other social and economic structures in the province will be needed if a desirable mix of positive recreation opportunities are to be available for Albertans. These opportunities should be provided through an integrated approach that considers areas such as leadership, facilities, support structures and management systems.

A thorough understanding of the real recreation needs of Albertans is essential if appropriate recreation opportunities are to be provided. The department, therefore, will support a market research approach for the development and provision of such opportunities. A market research approach identifies and responds to legitimate recreation needs and attempts to ensure that the right number and kind of opportunities are made available.

2.2 ENCOURAGING WIDESPREAD AND DIVERSE OPPORTUNITIES

Policies and programs related to recreation should encourage participation by all Albertans. Alberta Recreation and Parks will work toward this both as a direct provider through its parks system and as a facilitator/partner with other agencies. Alberta Recreation and Parks is involved in the provision of recreation opportunities in two ways. First, the department is directly involved in providing a variety of recreation opportunities for visitors to the department's parks system. The second way the department is involved in the provision of opportunities relates to the department's role as a facilitator. In this context, the department will encourage and assist other agencies to ensure that appropriate recreation opportunities exist for Albertans.

The Geographic Distribution of Recreation Opportunities

All Albertans, whether rural or urban residents, should have reasonable access to recreation opportunities. Recognizing that some Alberta communities may lack adequate opportunities, Alberta Recreation and Parks will work toward enhancing the situation through selected programs and services. The opportunities provided in such cases would reflect the unique qualities of the community.

The information collected for this Draft Policy Statement indicated that rural communities may have special and unique needs related to the provision of recreation and parks opportunities. Alberta Recreation and Parks will take this into account when developing its program initiatives.

For some Albertans it may be difficult to participate in recreation opportunities at their level of skill because of the distances and costs involved. In such cases, support may be needed to encourage participation.

In an effort to establish a degree of equity in the system, Alberta Recreation and Parks, in concert with the Alberta Sport Council and the Recreation, Parks and Wildlife Foundation, will provide, where resources permit, assistance - in the form of pilot projects and outreach programs, for example - to residents of communities who must travel considerable distances outside their own community to participate.

Diversity: Different Opportunities for Different Needs and Interests

In pursuing a wide range of recreation opportunities, the department will encourage the provision of a variety of opportunities to meet the different needs of participants. This may involve: programs which provide for different interests such as sports, outdoor recreation or social recreation; methods of participating such as team sports, individual activities or family programming; passive activities such as being a spectator or participating in hobbies; or physically demanding activities such as competitive sports.

Enhancing the Range of Opportunities for Different Levels of Ability

In meeting its general policy goal of encouraging opportunities at all levels of ability, Alberta Recreation and Parks recognizes that introductory programs should be available for beginners in an activity and, if they then choose to pursue the activity, the opportunity should be available to allow them to develop and participate at higher skill levels. In short, the department will encourage the development of opportunities at all skill levels, from beginner to advanced.

2.3 FACILITATING THE RECREATION OPPORTUNITY SPECTRUM

A broad conceptual approach to the many types of recreation activities is satisfactory at the general policy level. However, as more specific policy is required, the need emerges to organize recreation opportunities into a framework which defines distinctive sets of opportunities or activities which have common characteristics.

Some of the more common terms used to describe recreation opportunities include:

- | | |
|-------------------------|--------------------------|
| a. hobbies | i. arts and crafts |
| b. games | j. educational |
| c. social recreation | k. heritage appreciation |
| d. outdoor recreation | l. performing arts |
| e. indoor recreation | m. cultural activities |
| f. aquatics | n. sport |
| g. entertainment | o. fitness |
| h. spectator activities | |

Although this list is not all-inclusive, it does illustrate the range and diversity of activities that are usually considered within a recreation opportunity spectrum.

In light of current circumstances in the provincial recreation and parks system and with due consideration of the major directions of the department, it appears most appropriate to consider the recreation opportunity spectrum in terms of the following six activity areas.

Social Recreation

Social recreation activities are usually initiated by the individual and often do not require support from outside agencies. The 1984 Public Opinion Survey on Recreation in Alberta indicated that nine of the fifteen recreational activities having the highest estimated participation are, what may be termed, social recreation activities:

- | | |
|-------------------------|---------------------|
| a. visiting friends | f. attending movies |
| b. watching T.V. | g. sport spectator |
| c. dining out | h. dancing |
| d. playing cards, games | i. clubs, groups |
| e. driving | |

Interaction with people through involvement in social recreation activities is important for most Albertans. Although direct programming for social recreation activities such as dances or fun nights is important, the department's primary focus will be to generally improve the awareness of the benefits of involvement in social recreation. As such, the department will leave the direct programming of such activities to the commercial and voluntary sectors and to individuals themselves.

Hobbies and General Interest

Hobbies and general interest activities include a wide range of activities that often can be done alone. Collecting items and making things are important activities for many individuals. Activities usually involving the language arts (e.g., book clubs, debating groups, further education activities), are also considered important recreation activities for many people.

Alberta Recreation and Parks recognizes hobbies and general interest activities as important recreation activities and, where appropriate, will support their ongoing development.

Fitness and Exercise-Oriented Activity

The increased awareness of the value of fitness has encouraged more Albertans to make the conscious decision to strive for better health through increased physical activity.

People participate in fitness and exercise-oriented activities for different reasons. For many, exercise contributes to good health and a feeling of well-being. For its part, Alberta Recreation and Parks recognizes fitness and physical activity as important means of contributing to physical well-being.

Through the promotion of a variety of fitness-related programs, there has been an increased understanding of the importance of physical activity. This has been done, in part, through Alberta's involvement in national participation programs such as National Fitness Week and Corporate Challenge, as well as through the distribution of information and consultation services designed to encourage greater participation.

Alberta Recreation and Parks recognizes the value of collaborative initiatives and will continue to work with other agencies, including all levels of government, to promote physical activity and fitness-related programs.

Although the department's current initiatives in the area of fitness have proven effective, efforts will be directed to promote fitness as an important component of personal lifestyle contributing to individual health and societal

well-being. The department's fitness-related initiatives begin to set the stage for further co-operative efforts in health promotion by Alberta Recreation and Parks.

The department is also committed to the promotion of employee fitness and will encourage interested businesses to implement programs for their employees.

Sport Development

The policy direction in this section reinforces the department's belief that sport is not separate from recreation but, rather, an integral part of recreation. Program policies are based on data collected for this Draft Policy Statement as well as on the department's Sport Development Policy, published in 1983 and with its endorsement, led to the establishment of the Alberta Sport Council. Principally through the council, Alberta Recreation and Parks will be involved in improving the technical aspects of sport, particularly as it applies to participation and leadership development for the developing participant.

Recognizing that improving performance and striving for high levels of achievement are important components of sport development, the department and the Alberta Sport Council will help to ensure that participants have the opportunity to develop their skills in quality sport programs. The opportunity for mass participation and for continued improvement should be available in all sports.

Recognizing the significance of competition in sport development, Alberta Recreation and Parks will encourage Albertans to host competitions at the local, regional, provincial, national and international levels. At the same time, Alberta Recreation and Parks will support and facilitate representative travelling teams to sports competitions that will further improve Alberta athlete performances and standings.

The department is also aware of the benefits to be gained through early identification of athletic potential and is committed to developing programs to identify sports talent and encourage and assist provincial sport associations to develop their particular sport at the local level.

In co-operation with the Alberta Sport Council, the department will provide services and programs designed to offset the cost of individuals participating in higher levels of competition. It will continue to encourage and support programs which provide assistance for student athletes and work with other agencies to ensure that athletes are appropriately recognized for their achievements.

Outdoor Recreation - Serving the Provincial Community

Alberta Recreation and Parks approaches its responsibility for outdoor recreation development in Alberta from two perspectives. The department will continue to encourage and work with other public, commercial and voluntary agencies to generally develop the outdoor recreation opportunity system in the province. The department will also continue to develop and provide outdoor recreation opportunities on its land base.

In working with other agencies involved in outdoor recreation development, the department is concerned both with the provision of opportunities and the development of facilities. The department will continue to encourage the growth and development of those groups and associations, at the local and provincial levels, involved in outdoor recreation development.

The department believes that heritage resources within the provincial recreation and parks system should be developed, in part, with a clear understanding of the opportunities they hold for outdoor recreation programs. This will require greater co-operation between government departments in order to ensure that resources are used as effectively as possible and that use is in keeping with heritage resource protection objectives.

Alberta Recreation and Parks will examine the need for expanded outdoor recreation opportunities in selected areas within the department's parks system. Some potential avenues for achieving expanded outdoor recreation opportunities include the use of volunteers, joint programming opportunities with communities and provincial associations, program service contracts to the commercial sector or direct provision by seasonal program staff.

In Consideration of Arts and Cultural Opportunities

Arts and cultural opportunities are seen as an integral part of leisure services and, as such, their relationship with recreation and parks must be addressed.

At the provincial level, Alberta Culture is the lead agency responsible for arts and cultural development.

It should be noted that often a single administrative structure at the local level is responsible for the development of both arts and recreation. Recognizing this close relationship, Alberta Recreation and Parks will, where possible, co-operate with leisure-related agencies involved in arts development with the objective of encouraging complementary recreation and arts-related opportunities.

2.4 SPECIAL INITIATIVES FOR SPECIAL CIRCUMSTANCES: THE NEED FOR TARGETTED PARTICIPATION PROGRAMS

Alberta Recreation and Parks is firm in its belief that leisure-time pursuits are important life experiences and that every individual can grow and develop through participation in recreation. Unfortunately all groups do not have an equal opportunity to participate, and the department recognizes that targetted programs are sometimes needed to overcome barriers to participation that can range, as an example, from admission fees to lack of transportation or lack of physical ability.

Dealing with Special Circumstances

Alberta Recreation and Parks' approach to developing targetted services for special circumstances is viewed within the parameters of a continuum of services model, with total segregation at one end and total integration at the other.

Recognizing that individuals should be challenged to achieve their fullest potential, Alberta Recreation and Parks supports the concept that groups with special needs should, to the fullest extent possible and practical, be integrated in programs aimed at the general public.

Where the situation warrants it, however, the department will encourage the provision of segregated services and encourage other agencies to provide special services for those with special needs.

Changing societal conditions indicate that there are certain groups of the population that may, in the future, require emphasis from the recreation and parks community. An aging population suggests that there will be more adults and seniors requiring services. Changes in the family indicate that recreation and parks agencies must not only continue to meet the needs of the traditional family unit, but must also respond to the needs of many other kinds of family units. The changing role of women in society and issues affecting Alberta youth suggest that these two groups may also require emphasis in the future. Given these circumstances, Alberta Recreation and Parks will, where feasible, use a targetted approach to meeting special needs of Albertans.

The social responsibility of the recreation and parks community also requires that serious consideration be given to the role of recreation and parks in dealing with social issues such as rising costs of health care, increasing stress and alienation in society, unemployment and increasing alcohol and drug abuse. Alberta Recreation and Parks believes that recreation can play an important role in dealing with social issues such as these and will approach programs and services accordingly.

Chapter 3

Leadership Development

CHAPTER 3 - LEADERSHIP DEVELOPMENT

The recreation system in Alberta began, and continues to exist, largely due to the efforts of dedicated volunteer and paid professional leaders throughout the province. Recreation and parks leaders include a wide cross-section of people from all walks of life who provide direction, guidance and support to enrich the lives of Albertans. In the context of this Draft Policy Statement, leadership development includes a diverse range of involvement from coaches to envelope stuffers, medical assistance personnel to fitness teachers, board members to nature guides and facility managers to park specialists.

The volunteer is, and must continue to be, recognized as a key component of the leadership system. Through their involvement, the recreation and parks system has evolved to its current level of development. Volunteering must continue to be viewed as a highly valued social activity and as a meaningful pursuit in, and of, itself.

Serious consideration must be given to the provision of training and skill development opportunities for leaders. The success of many programs is dependent on the abilities of the involved leaders.

In addition to improving the abilities of leaders, attention should also be given to those areas of the recreation and parks community that lack adequate leadership. In some cases special assistance may be required to improve the quality of leadership.

3.1 HUMAN RESOURCES - TECHNICAL LEADERS AND MANAGEMENT LEADERS

Certain basic leadership qualities are prerequisite to the pursuit of leadership excellence. These include, for example, interpersonal communication, decision making, group dynamics, team building and co-operative goal setting. Alberta Recreation and Parks recognizes that human interaction qualities are important characteristics for recreation and parks leaders and will encourage all leaders to refine and develop these attributes.

From its perspective, the department recognizes two broad categories of leaders: technical and management.

Technical leaders are those individuals with specialized knowledge and skills. They are leaders involved directly with participants, such as program leaders, coaches and officials; they are specialists in particular areas, such as facility operators and sports medicine personnel.

Management leaders are those individuals involved in running organizations so that programs serve the best interests of the participants. These leaders are involved in such activities as administration, planning, goal setting, personnel development, accounting, policy development, fund raising, marketing and communications; they include, among others, recreation board members and executives of local and provincial associations.

Alberta Recreation and Parks will support leadership development opportunities for both technical and management leaders. It is also important to recognize the important role of the Alberta Sport Council and the Recreation, Parks and Wildlife Foundation in developing the skills of those leaders involved in selected technical areas of the provincial recreation and parks system. Where appropriate, Alberta Recreation and Parks will assist in the organization of technical leaders from specific disciplines (i.e., facility operators, sports medicine practitioners).

As the provincial recreation and parks system continues to grow more complex, the value of management leaders becomes exceedingly important and Alberta Recreation and Parks will reflect this in its leadership development initiatives.

3.2 LEADERSHIP DEVELOPMENT: WORKING TOGETHER - PLANNING TOGETHER

Effective leadership development can best occur through a co-operatively planned approach among the wide range of agencies involved in recreation and parks leadership in Alberta.

Colleges and universities in Alberta provide a wide range of extension programs for recreation and parks personnel and also educate future staff of recreation and parks agencies. Where appropriate, Alberta Recreation and Parks will collaborate with post-secondary institutions to develop and implement extension programs for volunteers and paid professionals from the

recreation and parks system. The department will also discuss with post-secondary institutions the needs and requirements of the provincial recreation and parks community in light of the capabilities of future recreation and parks professionals. One area of discussion should be curriculum development.

Alberta Recreation and Parks will continue to collaborate with federal agencies and other provincial governments to develop and deliver resources for leadership development. Jointly developed leadership programs such as the National Coaching Certification Program and the Management Development Program for Volunteers (Skills Program) are good examples of effective co-operation.

Effective leadership planning has a number of other elements that will be considered by Alberta Recreation and Parks in developing broad directions for leadership development. First, more effective co-operation between agencies, municipalities, associations and other organizations will lead to more efficient use of available resources and will be encouraged. Second, effective co-ordination and communication between local and provincial leadership development initiatives will be encouraged as a means of strengthening the provincial leadership development system.

3.3 THE ESSENTIAL ROLE OF THE VOLUNTEER

Alberta Recreation and Parks recognizes that volunteers constitute an essential resource for recreation and parks development in the province. Not only will the department support continuing volunteer involvement in community recreation and parks development, but it will also develop specific initiatives to encourage an increasing role for volunteers within the department's parks system.

In an effort to strengthen volunteerism throughout the provincial recreation and parks system, Alberta Recreation and Parks will encourage all agencies to consider the needs of volunteers, promote their self-esteem and view them as an integral part of the system, providing important benefits beyond those of a purely financial nature.

Alberta Recreation and Parks is committed to generating greater public awareness of the role of volunteers in society through initiatives that will give volunteers a higher public profile and promote the value of volunteerism in recreation and parks.

3.4 THE PAID PROFESSIONAL IN RECREATION AND PARKS DEVELOPMENT IN ALBERTA

Paid workers or paid professionals have, for the most part, completed a specialized program of study or have acquired practical experience through on-the-job training and participation in training sessions, workshops or advanced seminars. Paid professionals bring valuable knowledge and skills to the recreation and parks community. Alberta Recreation and Parks recognizes the importance of the paid professional in recreation and parks development and will, where appropriate, encourage recreation and parks agencies to hire paid professional staff.

In the recreation and parks field, mature professional leadership calls for an interdisciplinary perspective. Alberta Recreation and Parks will encourage professionals involved in the development of recreation and parks to adopt an inter-related view of their discipline and to develop a practical knowledge of effective ways to co-ordinate recreation and parks with other important social and economic considerations.

The opportunities for communication and interaction are important considerations for professional development. Therefore, Alberta Recreation and Parks will continue to recognize groups and organizations that offer recreation and parks personnel an opportunity for interaction and professional development.

3.5 PAID AND VOLUNTEER LEADERS - A WORKING PARTNERSHIP

Paid and volunteer leaders have very important roles to play in the development of recreation and parks in Alberta. Although roles may be modified in response to the circumstances, the key is for paid professionals to work in partnership with volunteers.

A primary task of the paid professional worker is to guide, support and encourage voluntary initiative. In the recreation context, and particularly at the community level, Alberta Recreation and Parks recognizes paid leaders as a means to improve the effectiveness of the volunteer system, not replace it.

Within the department's parks system, volunteerism will be supported and encouraged as a method of supplementing the programs and services provided by department staff. (See "Volunteers in the Department's Parks System" in Section 3.8 for further discussion on the role of volunteers in parks.)

3.6 THE SUPPLY AND DISTRIBUTION OF LEADERS

Alberta Recreation and Parks recognizes the need to ensure that there is an adequate supply and balanced distribution of leaders in the provincial recreation and parks system.

Recruiting Leaders

Despite the number of leaders currently involved in recreation and parks development in the province, others could contribute their skills and expertise to the recreation and parks area. While the responsibility for attracting and recruiting leaders rests primarily with recreation and parks agencies, Alberta Recreation and Parks will encourage municipalities, provincial associations and other agencies to recruit leaders within carefully planned leadership development initiatives.

Leadership planning by recreation and parks agencies should: consider the benefits that the individual will gain from becoming involved; clearly articulate what will be expected of the individual (e.g., job descriptions); evaluate the performance of leaders; match potential leaders to functions where there are greater chances for success; and show the potential leader a progressive path of involvement.

Identifying Targets

Because disparities may exist in the provincial recreation and parks leadership system, Alberta Recreation and Parks will consider specific initiatives that focus on particular areas of the leadership system that require additional attention. This could relate to: communities that require leadership support; particular groups of the population that may not be represented as recreation leaders; or specialized areas that require assistance (e.g., fitness leaders, facility operators, sports medicine personnel).

Retaining Leaders

The department recognizes the need to keep current leaders actively involved and will support the development of initiatives designed to retain leaders. In order to effectively retain leaders and meet their needs, a basic understanding of the motives of leaders is required. Although some leaders have expectations of personal gain, which may vary from the need for peer recognition and status to the desire to gain work-related experience, many leaders become involved because of the satisfaction of the experience. In the final analysis, the key is to create a positive experience, where leaders are motivated, enthusiastic and appreciated.

Alberta Recreation and Parks will encourage recreation organizations to establish realistic workloads and expectations for volunteers. Although volunteers in the recreation and parks system leave their positions as leaders for a number of reasons, many quit simply because they are over-worked. In some cases, voluntary organizations overwork their leaders, not realizing the long-term costs of doing so. For example, it is more effective to keep people involved than to continually bring in and train new people.

Leadership turnover can be reduced by implementing effective recruitment initiatives, providing job descriptions and matching the right leader to the right job. If these are done effectively, leaders are more likely to be satisfied with their experience and stay involved for a longer period.

Recognition of Recreation and Parks Leaders

Recreation and parks organizations can also help ensure the continued involvement of their leaders by providing sufficient recognition of their work. Although rewards for volunteers are primarily intangible, such as the opportunity for personal development and growth, formal recognition of voluntary involvement can be very meaningful and motivating for the individual. As such, Alberta Recreation and Parks will encourage recreation and parks agencies to formally recognize their volunteers.

3.7 LEADERSHIP TRAINING

Comprehensive leadership training to improve the performance of individuals in leadership roles is essential in order to ensure high quality leadership throughout the provincial recreation and parks system. Up-to-date and continuous leadership training programs, with appropriate supervision, are not only a strong motivation for leaders but also a primary means of increasing the effectiveness of organizations.

A Comprehensive, Integrated Approach to Leadership Training

Improving the performance of individuals in leadership roles requires a comprehensive view of leadership training which helps leaders-in-training to develop their skills and interpersonal abilities. Agencies involved in training recreation and parks leaders must recognize the range of training needs and deliver their training programs accordingly.

Developing an effective leadership system is not the responsibility of any one agency or organization. Alberta Recreation and Parks will encourage all agencies involved in leadership training to co-operatively develop complementary training programs for recreation and parks leaders.

Progressive Leadership Training

Leadership training builds upon and refines the knowledge, skills and expertise of individual leaders over a period of years. It is not short term or developed through a one-evening clinic or a two-day workshop. Recognizing

that there is a clear need to take leaders beyond basic introduction courses within the parameters of a planned, developmental learning program, Alberta Recreation and Parks will support and encourage the development of progressive leadership training opportunities.

Since volunteers and paid professionals have widely varying training needs, Alberta Recreation and Parks will work toward ensuring that adequate leadership training opportunities are available on the widest scale possible.

Standards and Certification

Whether a leader is a paid professional or a volunteer, a sense of professionalism and quality consciousness must be a foremost consideration. Although Alberta Recreation and Parks believes that the implementation of a comprehensive structure of standards and certification procedures throughout the provincial recreation and parks leadership system is generally not required, the use of standards is necessary in some areas of the system. On the one hand, standards and certification can create significant obstacles to leadership retention and recruitment programs. On the other hand, standards can maintain a form of protection from inadequate and untrained leaders. For its part, Alberta Recreation and Parks supports the development of standards and implementation of certification procedures for selected areas of the recreation and parks system, especially in areas where participants may be at personal risk such as with water activities, high-risk sports or fitness programs.

In cases where standards do not exist, the consumer or participant should have some degree of assurance that his or her leader has basic skills in the program in which they are participating. The responsibility for this assurance then lies in the hands of the organizing agency. It is also incumbent upon organizations to continuously evaluate the performance of leaders.

Since the paid recreation and parks professional must keep up-to-date on state-of-the-art developments within their particular area of expertise, Alberta Recreation and Parks will support and encourage the provision of programs for their upgrading and in-service training.

It is also important that recreation and parks agencies with paid positions have well-qualified individuals on staff. Alberta Recreation and Parks will, therefore, encourage ongoing communication between recreation and parks agencies and colleges and universities to ensure graduates have skills matched to the needs of provincial recreation and parks agencies.

3.8 ALBERTA RECREATION AND PARKS WORKING WITH VOLUNTEERS

Within the department there are two key functions in which the department has a direct involvement with leaders. This includes volunteer involvement in selected areas of the parks system under the department's jurisdiction, and the development of leaders at Blue Lake Centre.

Volunteers in the Department's Parks System

Alberta Recreation and Parks is committed to strengthening its partnership with volunteers by encouraging them to participate in the department's parks system, where they will complement the work of paid staff. In order to ensure this is done effectively, careful consideration will be given to such matters as motivation, recruitment, training, job descriptions, orientation, supervision and recognition. As well, the department will work closely with local community groups with a view to identifying a role for volunteers in the operation of specific areas under the department's jurisdiction.

Furthermore, the department recognizes the value of co-operating associations - volunteer groups which would work with parks agencies to meet shared goals and objectives. Where feasible, the department will encourage the development of such groups within its parks system.

Leadership Development at Blue Lake Centre

Blue Lake Centre plays an important role in the department's leadership development programs. To increase the effectiveness of the centre, which has offered outdoor leadership training since 1971, programs and services will be refocused and refined. Programs will be expanded to address the leadership needs in a wide range of recreation and parks areas.

In order to increase the impact of leadership training programs, Alberta Recreation and Parks will encourage leaders attending programs at the centre to share their new knowledge and abilities with others in their home communities. In addition, other recreation leadership development organizations will be encouraged to take advantage of services and opportunities available at the centre. Alberta Recreation and Parks will strive to strengthen the relationship of Blue Lake Centre with universities, colleges, schools and other agencies involved in recreation and parks leadership development.

Chapter 4

Land And Facility Development, Protection And Management



CHAPTER 4 - LAND AND FACILITY DEVELOPMENT, PROTECTION AND MANAGEMENT

This chapter presents policy guidelines for the parks system managed by Alberta Recreation and Parks and for community recreation facility and parks development. It is divided into two separate components based on the provider and facilitator roles of the department.

The first section of the chapter presents policy and management guidelines for the department's parks system. Directions are identified with regard to establishing a diversified outdoor recreation-heritage resource protection system; providing for recreation opportunities and facilities for visitor use, enjoyment and appreciation; and outlining resource management guidelines.

The second section identifies the department's position with regard to assisting others, primarily municipalities, in providing community recreation facilities, parks and open spaces.

4.1 THE DEPARTMENT'S PARKS SYSTEM: POLICY AND MANAGEMENT GUIDELINES

The department's parks system began with eight small local provincial parks in 1932 and has grown over the past five decades to include nearly two hundred sites encompassing about 240,000 hectares (see Appendix C for locations of existing sites within the department's parks system).

The system, as it presently exists, serves a number of functions. It provides for outdoor recreation opportunities such as hiking, fishing and boating. A number of sites provide for structured and unstructured educational opportunities and appreciation of the natural environment. Significant landscape-related, natural, historical and cultural resources are preserved and protected. The system also contributes to local and provincial economies through the creation of employment and providing a stimulus for tourism.

4.1.1 Objectives of the Department's Parks System

Four general objectives have been developed to provide a general framework for the functions of the department's parks system:

Protection - To preserve and protect in perpetuity a system of representative, special and outstanding natural landscapes and features and landscape-related prehistoric and historic resources of Alberta.

Outdoor Recreation - To provide a variety of high quality, intensive and dispersed outdoor recreation opportunities and related facilities and services.

Heritage Appreciation - To provide opportunities for the exploration, understanding and appreciation of the natural, historical and cultural heritage of Alberta and to enhance public awareness of people's relationship to the environment and their dependence on it.

Tourism - To encourage residents and visitors to the province to discover and enjoy the natural, historical and cultural environment of the province through a variety of recreation opportunities, facilities and accommodation services.

These objectives provide the broad parameters to guide the department's activities and decisions concerning its parks system. They identify a range of functions for the system which are intended to meet the needs of Albertans and visitors to the province.

4.1.2 Toward a Parks System Classification

Individual sites cannot provide the full range of functions identified by the general objectives. Accordingly, different park environments are required. Therefore, Alberta Recreation and Parks will use a classification framework for its parks system encompassing four broad legislated classes: Ecological Reserves; Wilderness Areas; Provincial Parks; and Recreation Areas. In addition, sub-classes are proposed for Ecological Reserves and Recreation Areas to recognize the diversity of areas within these classes.

This classification framework is intended to: express the role of individual areas in achieving the objectives of the department's parks system; assist visitors in selecting appropriate areas to satisfy their outdoor recreation needs; and assist the department in establishing development and operational standards and guidelines.

The classes and their contributions to the department's parks system are presented in Table 1.

TABLE 1
CONTRIBUTIONS OF THE CLASSES TO THE OBJECTIVES OF ALBERTA RECREATION AND PARKS' PARKS SYSTEM

	ECOLOGICAL RESERVES	WILDERNESS AREAS	PROVINCIAL PARKS	RECREATION AREAS
LEGISLATION	Wilderness Areas, Ecological Reserves and Natural Areas Act	Wilderness Areas, Ecological Reserves and Natural Areas Act	Provincial Parks Act	Provincial Parks Act
PURPOSE	Areas selected as representative and special natural landscapes and features of the province, and are protected as examples of functioning ecosystems, as gene pools for research to benefit present and future generations, and for education and heritage appreciation purposes.	Large areas of undeveloped land retaining their primeval character and influence without permanent improvements or human habitation, where natural processes continue relatively unaffected by human influences and where visitors travel by non-mechanized means and experience solitude and personal interaction with nature.	Integrate and protect outstanding recreational landscapes and provincially significant natural, historical and cultural landscapes and features to provide high quality recreational and educational experiences.	Areas which provide and/or support a wide diversity of extensive and intensive outdoor recreation opportunities in natural, modified or man-made settings.
OBJECTIVES				
Protection	Protects a system of provincially significant representative and special natural ecosystems and features in order to ensure the protection and perpetuation of genetic materials and natural ecological units.	Protects provincially significant wilderness landscapes.	Protects a system of provincially significant natural landscapes or environments which incorporates provincially significant biophysical resources, provincially significant landscape-related prehistorical and historical resources and outstanding opportunities for high quality extensive and intensive outdoor recreation.	May protect regionally significant natural landscapes.
Heritage Appreciation	Provides opportunities for unstructured individual exploration and appreciation of the natural resource heritage of Alberta to the extent that is compatible with, and complementary to, the protection of natural resource features. Provides opportunities for exploration and appreciation of natural environments through formal interpretation and education programs in certain Ecological Reserves based upon the character and significance of Ecological Reserves and to the extent that is compatible with, and complementary to, the protection of natural resource features.	Provides opportunities for unstructured exploration and appreciation of the wilderness heritage of Alberta to the extent that is compatible with, and complementary to, the preservation of wilderness environments. Provides opportunities for exploration and appreciation of natural environments through low-key interpretation programs in selected Wilderness Areas which provide to users opportunities to learn and experience the meaning and purpose of wilderness within Alberta's society.	Provides opportunities for exploration of natural, historical and cultural landscapes and features through a full range of interpretive and educational programs which reflect the diversity of resources and features in these areas. Provides opportunities for unstructured individual exploration and appreciation of natural, historical and cultural landscapes and features to the extent compatible with, and complementary to, the protection of the heritage resources.	Provides opportunities for unstructured exploration and appreciation of natural landscapes and features. Provides opportunities for exploration and appreciation of natural, historical and cultural environments through interpretive and educational programs to reflect the diversity of resources and features in these areas. (Primarily in the Integrated, Multiple-use sub-class).

TABLE 1 (continued)

Outdoor Recreation	ECOLOGICAL RESERVES	WILDERNESS AREAS	PROVINCIAL PARKS	RECREATION AREAS
	Non-consumptive, nature-oriented recreation use may be permissible subject to management guidelines.	Provides wilderness travel and camping opportunities; the recreational experience is characterized by solitude, challenge and personal interaction with the natural environment.	Provides day-use, facility-based camping and associated opportunities in areas of outstanding recreational potential in a natural, historical and cultural setting. Provides opportunities in selected Provincial Parks for backcountry travel and camping where the recreational experience is characterized by solitude, challenge and personal interaction with nature.	Provides day-use, facility-based camping and associated opportunities in natural, modified or man-made settings. Provides opportunities for a variety of dispersed outdoor recreational opportunities, including both mechanized and non-mechanized activities and consumptive and non-consumptive uses in an integrated resource management setting.
Tourism	Provides ecologically-based opportunities for visitors, subject to management guidelines.	Provides Albertans with opportunities to experience wilderness environments; attracts visitors to Alberta to experience wilderness environments.	Provides a variety of natural environment-based recreation opportunities and services conducive to tourism development and promotion in the province. Provides Albertans and visitors with opportunities to explore and experience the distinctive natural, historical and cultural landscapes and features of Alberta. Encourages the development of private sector involvement in the supply of complementary facility and programs within, or in association with, Provincial Parks.	Provides a variety of recreation opportunities and services conducive to tourism development and promotion in the province. Supports and encourages the development of private sector involvement in the supply of complementary facility and program bases within, or in association with, Recreation Areas.

Ecological Reserves are areas selected as representative or special natural landscapes and features of the province, which are protected as examples of functioning ecosystems, gene pools for research, and for education and heritage appreciation purposes.

Two sub-classes of Ecological Reserves are outlined below.

Representative Ecological Reserves contain examples of most, if not all, of the ecosystem types of a particular biogeographical zone (see Appendix C) of the province;

Special Ecological Reserves contain unique or exceptional biological or geological features, or offer an opportunity to study the recovery of an ecosystem that has been modified by man.

Ecological Reserves are established to maintain genetic natural resources and for scientific and education purposes. They can be viewed as datum points or benchmarks by which to measure man-made changes in ecosystems elsewhere or the recovery of an ecosystem from man-made changes.

Wilderness Areas are large areas of undeveloped land retaining their primeval character and influence without permanent improvements or human habitation, where natural processes continue relatively unaffected by human influences and where visitors travel by non-mechanized means to experience solitude and personal interaction with nature in wildland settings.

Provincial Parks integrate and protect outstanding recreational landscapes and provincially significant natural, historical and cultural landscapes and features to provide high quality recreational and educational experiences. Rich and diverse landscapes are the primary reasons for areas being established as provincial parks.

Recreation Areas offer a wide diversity of extensive and intensive outdoor recreation opportunities in natural, modified or man-made settings.

Four sub-classes of Recreation Areas are outlined below.

Integrated, Multiple-use Recreation Areas* accommodate dispersed recreation with, in some cases, nodes of intensive recreation facility development in an integrated, multiple-use management setting. These areas have a primary role in providing dispersed recreation opportunities of a non-mechanized, mechanized, appreciative and/or consumptive nature, as well as providing destination recreation opportunities in the development nodes. At present, one area fits into this sub-class; the Blackfoot Provincial Recreation Area.

Intensive Recreation Areas are highly developed destination areas. These areas play an important role in achieving the parks system's tourism objective by providing recreation attractions, access to recreation opportunities and accommodation services.

Regional Recreation Areas offer destination-oriented opportunities for local and regional populations. The sites are resource-oriented, offering water and/or land-based recreational opportunities including fishing, boating, access to historical points of interest, etc.

Wayside Recreation Areas are oriented to short duration stop-over activities but, in some instances, may fulfill a local or regional picnic site and/or campsite function. Many of these sites make an important contribution to the tourism objective by providing convenient and accessible overnight accommodation and rest-stop services.

4.1.3 Systems Planning Policies

Alberta Recreation and Parks will adopt a systems planning approach for the purpose of identifying, assessing and integrating the current and projected outdoor recreation and heritage resource protection-related needs of the province's residents and visitors to the province.

In developing such an approach, Alberta Recreation and Parks will work toward providing guidelines for determining heritage resource requirements and development and management practices, keeping in mind the provincial parks system and relationships with the programs of other agencies.

* In the broadest sense, the "recreation country" concept resembles this sub-class. However, it must be noted that a recreation country is an assemblage of a number of programs and may include Ecological Reserves, Wilderness Areas, Provincial Parks and individual sub-classes of Recreation Areas, other crown lands and forest recreation program components, as well as private lands and non-recreational program components.

Systems planning will establish guidelines for meeting the four program objectives of the department's parks system. General guidelines will be identified to: protect a system of significant representative and special landscapes and features; protect significant landscape-related prehistoric and historic resources (working in co-operation with Alberta Culture); and establish a system of water-based day-use, land-based day-use, overnight auto-access camping and overnight hiking/backcountry travel recreation opportunities.

In the short to medium term the focus of the department, with relationship to its parks system, will involve initiatives to designate sites within the Ecological Reserve classification and redevelopment and upgrading within the remainder of the system. At present, the parks system does not include any legislated Ecological Reserves. Therefore, initiatives will be undertaken to designate sites to resolve this systems need. Within the remainder of the department's parks system, an emphasis will be placed on redevelopment and upgrading present sites. The priority for the redevelopment initiative will be to develop and improve upon sites which function as destination areas and thus, enhance the tourism objective of the parks system.

Over the longer term, the department will move to address any voids in the parks system which may be identified.

Two parks system-related issues which were of particular interest to the public during the data collection phase of this Draft Policy Statement were corridor recreation and the recreation country concept.

Corridor recreation involves both water (e.g., canoe routes) and land-based (e.g., hiking trails, snowmobiling trails) opportunities. Alberta Recreation and Parks perceives that it shares with other delivery agents such as Parks Canada, the Alberta Forest Service and various voluntary groups, a role in providing such opportunities. Further, the department perceives that it has an important collaborator role, as well as a facilitator role, in encouraging a systematic approach to corridor development and in assisting other delivery agents or interested groups in achieving corridor recreation objectives. The department will also encourage an examination of the possibility of making greater use of private lands for corridor developments.

The recreation country concept was introduced in the mid-1970s with the announcement and subsequent establishment of Kananaskis Country. The recreation country concept is a management strategy in which emphasis is placed on the development of integrated resource and recreation management systems to provide a diversity of outdoor recreation and heritage resource protection opportunities. It is this integrated approach and the regional scale of the country which are the innovative aspects of the recreation country concept. Recreation countries can be viewed as areas where the recreation resource merits priority consideration and a higher degree of investment, management and planning than would be appropriate on undesignated Crown Land, but where traditional park designation alone would be too restrictive both in terms of recreation and compatible resource development, when considering its regional scale. The end result is that a recreation country is an integrated assemblage of a number of programs and may include Ecological Reserves, Wilderness Areas, Provincial Parks, Recreation Areas, Crown Lands, private lands, forest recreation program components, fish and wildlife program components, cultural and historical places of significance, as well as non-recreation program components. Due to the inherent strengths of the recreation country concept, namely its integrated approach and regional scale, Alberta Recreation and Parks will examine the feasibility and applicability of this innovative development and management strategy to other areas in the province.

4.1.4 Management Planning Policies

Management planning policies relate to the management of park resources and to the provision of programs, services and facilities for the purpose of enhancing visitor use, enjoyment and appreciation.

General Management Plan

Alberta Recreation and Parks will work toward the preparation of a general management plan for each site within its parks system. Priority will be given to preparing such plans for new sites in the system or those intended to undergo major redevelopment or expansion.

General management plans will, among other considerations, establish guidelines related to long-term protection, development, management and use of each site.

Recreation Opportunities and Facilities

Recreation opportunities and associated facilities which may be provided in the department's parks system are presented in Table 2.

In keeping with the primary objective of Ecological Reserves, only those recreational activities which complement the protection-related values for which an Ecological Reserve has been established will be allowed. Non-consumptive, nature-oriented recreational use may be permissible in some reserves, subject to necessary management guidelines. The focus of use in these areas will be research and education.

In Wilderness Areas, direct interaction between the user and the natural environment will be stressed. The wilderness recreation experience will be characterized by expansive solitude, challenge and interaction with nature. The department proposes to allow an expanded range of recreation opportunities in Wilderness Areas (e.g., equestrian use and fishing). Any recreation opportunities must, however, be in keeping with the wildland intent of Wilderness Areas.

Recreation opportunities accommodated in Provincial Parks are varied and diverse and stress interaction with nature and appreciation of natural, historical and cultural values. They include such activities as backcountry travel, camping in backcountry environments, auto-access camping and day-use activities.

Recreation Areas in the department's parks system offer opportunities for a wide range of activities such as backcountry travel and camping in an integrated multiple-use setting, highly developed auto-access camping and basic highway rest stops.

TABLE 2
RECREATIONAL ACTIVITIES AND FACILITIES
WHICH MAY BE PROVIDED IN ECOLOGICAL RESERVES,
WILDERNESS AREAS, PROVINCIAL PARKS AND RECREATION AREAS

Activity/Facility	ECOLOGICAL RESERVES	WILDERNESS AREAS	PROVINCIAL PARKS	Integrated, Multiple-use	RECREATION AREAS		
					Intensive	Regional	Wayside
Camping	N	N	Y	Y	Y	Y	Y
Auto-access	M	Y	Y	M	M	M	N/A
Hike-in, boat-in	N	N	Y	Y	Y	Y	M
Group	N	Y	M	M	M	M	N
Equestrian							
Picnicking	N	N	Y	Y	Y	Y	Y
Auto-access	Y	Y	Y	Y	Y	Y	M
Primitive	N	N	N	Y	N	N	N
Sport Fishing	N	N	Y	Y	Y	Y	Y
Sport Hunting	N	N	N	Y	N	N	N
Boating							
Powered	N	N	Y	Y	Y	Y	M
Non-Powered	Y	Y	Y	Y	Y	Y	M
Cycling	M	Y	Y	Y	Y	Y	Y
Riding	M	Y	Y	Y	Y	Y	Y
Equestrian Use	M	Y	Y	M	M	M	N
Nature Appreciation	Y	Y	Y	Y	Y	Y	Y
Photography	Y	Y	Y	Y	Y	Y	Y
Cross-Country Skiing	M	N	Y	Y	Y	Y	M
Downhill Skiing	N	N	M	M	M	M	N/A
Playgrounds	N	N	Y	Y	Y	Y	M
Play fields	N	N	Y	Y	Y	Y	M
Court Games (eg. tennis)	N	N	M	M	M	M	M
Snowmobiling	N	N	N	M	M	M	N
Off-Highway Vehicle Use	N	N	N	M	M	M	N
Golf Courses	N	N	N	M	M	M	N
Resort Complexes	N	N	M	M	M	M	N
Restaurants	N	N	M	M	M	M	N
Backcountry Shelters	N	N	M	M	M	M	N
Cottages	N	N	M	M	M	M	N
House-keeping Cabins	N	N	M	M	M	M	N
Hotels	N	N	M	M	M	M	N
Concessions							
Food	N	N	Y	Y	Y	Y	Y
Equipment Rentals	N	N	Y	Y	Y	Y	N/A

Y - Normally permitted
M - May be permitted
N - Normally not permitted
N/A - Not applicable

Information and Interpretation

Alberta Recreation and Parks will undertake a variety of information and interpretive education services to encourage public understanding and appropriate use of its parks system.

This involves three programs including: information and orientation; interpretive education; and outdoor recreation.

The information and orientation program will inform visitors about the recreational opportunities, facilities and services available to them and acquaint them with the management guidelines in place throughout the department's parks system. This information will be available to visitors of all areas of the department's parks system.

The interpretive education program is the prime means of achieving heritage appreciation objectives. Interpretive education programs and facilities will be established to help visitors experience and understand the significance of heritage resources within the department's parks system. The programs will explain why resources are considered significant and worthy of protection and encourage appropriate uses which minimize impact.

The outdoor recreation program will promote the participation and skill development of users so that they may better enjoy the recreational environment of the parks system. Alberta Recreation and Parks will normally only facilitate such activities. Leadership and equipment supply will, in most cases, be the responsibility of other agencies or the individuals themselves. Alberta Recreation and Parks will encourage educational institutions to use its parks system as laboratories for their environmental education programs and will provide technical advice and information to assist in developing outdoor education and environmental study programs.

4.1.5 Resource Management

Alberta Recreation and Parks will protect the natural, historical and cultural heritage within its parks system by maintaining the landscape and features in as natural a state as possible. Resource management practices will seek to avoid unnecessary alteration of the natural, historical and cultural landscapes and features.

Policies relating to hunting, fishing and trapping and to resource dispositions within the department's parks system are presented below.

Existing rights and privileges which do not conform to the policies presented will be honored but, where appropriate, they will be phased out through co-operative efforts with the parties involved.

Hunting, Fishing and Trapping

Hunting and trapping will not be permitted in Ecological Reserves, Wilderness Areas and Provincial Parks. Hunting will be permitted in Integrated, Multiple-use Recreation Areas but not in other sub-classes of Recreation Areas. Similarly, trapping may be permitted in Integrated, Multiple-use Recreation Areas.

Animal populations may be controlled through various management strategies to protect human safety or the health of the species or to reduce damage to adjacent lands caused by wildlife originating within areas of the department's parks system. Any such measures will be carried out under the supervision of Alberta Recreation and Parks and Alberta Fish and Wildlife.

Sport fishing will not be permitted in Ecological Reserves. In Wilderness Areas, low intensity sport fishing will be allowed to the extent compatible with the maintenance of healthy native fish populations. No stocking of exotic fish species will occur in Ecological Reserves and Wilderness Areas, but fish stocking may be employed to re-establish native species. Sport fishing will be permitted in Provincial Parks and Recreation Areas. Fish stocking may be used to re-establish or maintain native species or to enhance recreational opportunities.

Resource Dispositions

Commercial mineral, oil and gas exploration and extraction will not be permitted in Ecological Reserves and Wilderness Areas; and will not normally be permitted in Provincial Parks; but may be permitted in Recreation Areas if it does not conflict with, or adversely impair, the objectives for which the site was established.

Commercial timber operations will not be allowed in Ecological Reserves, Wilderness Areas or Provincial Parks but may be permitted in the Integrated, Multiple-use sub-class of Recreation Areas, provided such use is not detrimental to the primary purpose for which the area was established. Timber extraction will be permitted in the department's parks system for expressed management purposes.

Grazing will not be permitted in Wilderness Areas. Grazing will only be permitted in Ecological Reserves for expressed management purposes such as the perpetuation of natural features and conditions (e.g., a particular stage of succession) and then only within the terms of the management plan. In Provincial Parks, grazing will be permitted for expressed management purposes or where it is desirable to perpetuate and interpret the historical scene. Grazing will be permitted in Integrated, Multiple-use Recreation Areas, and may be permitted in other classes of Recreation Areas, provided that it is not detrimental to the primary purpose for which the area was established.

Other agricultural uses such as haying and cultivation will not normally be permitted in the parks system. They may, however, be permitted in Provincial Parks and Recreation Areas if they enhance the interpretive program by representing authentic agricultural activities of historical significance.

New utility lines, highways or other major rights-of-way will not be developed in Ecological Reserves or Wilderness Areas and will not normally be developed in Provincial Parks. They may be permitted in Recreation Areas if such use is not detrimental to the primary purpose for which the area was established.

4.1.6 Operating and Management Policies

In a move to achieve consistency of service throughout its parks system, Alberta Recreation and Parks will implement planning standards to ensure that similar areas provide similar facilities. Standards will also be implemented to establish consistent levels of maintenance in similar areas within the department's parks system. The department will work with other provincial government agencies in identifying and working toward consistent levels of service at all designated provincial government outdoor recreation and heritage resource protection areas and facilities.

Security services are essential within the department's parks system to ensure visitor safety, maintain the public peace and facilitate protection of the resource base. Alberta Recreation and Parks will continue to provide security services within its land-base, consistent with a "good host" image. As such, preventative methods of enforcement will be employed prior to, or in place of, obligatory methods when there is a need to encourage park visitors to comply with appropriate legislation.

Alberta Recreation and Parks will conduct and encourage research within lands under its jurisdiction. Such research is needed if heritage resources are to be identified, protected and enjoyed in an effective manner.

While continuing to use established land acquisition processes such as transfer of Crown Lands or "fee simple" purchase of private lands, Alberta Recreation and Parks will evaluate new methods for dedicating land for heritage resource protection and outdoor recreation. Additional avenues for land dedication will be evaluated in conjunction with the Recreation, Parks and Wildlife Foundation.

Privatization and Alberta Recreation and Parks' Parks System

Alberta Recreation and Parks will encourage the commercial sector and private groups to provide facilities and services, where appropriate, both within its parks system and in association with it. Commercial sector and private group developments within the department's parks system must complement Alberta Recreation and Parks' goals and objectives, fit within General Management Plans of each area and comply with resource management policies and legislation governing the various areas.

A policy which encourages controlled development by the commercial sector and private groups may lead to a wider range of recreational facilities and services emerging in the department's parks system. Four categories, along with suggested opportunities, have been defined:

Accommodation - unserviced and serviced campgrounds, cottages, resorts and motels;

Food and beverage services - unlicensed and licensed restaurants, refreshment stands and mobile caterers;

Outfitting and retail sales - sales and rentals of recreational equipment, gasoline, food, crafts, souvenirs, personal and outfitting supplies, boat tours, interpretive programs and guiding services; and

Attractions - such as golf courses, downhill ski developments and tennis courts.

Alberta Recreation and Parks believes there are many benefits to be gained from commercial sector and private group involvement including: economic stimulation; development of attractions and services otherwise impossible in light of limited departmental resources; increased drawing and holding power of the department's parks system as tourist attractions; broadened market appeal of the department's parks system and thus, increased public support; and employment opportunities.

Table 3 outlines Alberta Recreation and Parks' policy with regard to commercial tourist services in its parks system.

Lands in the department's parks system required for major long-term commercial tourism services may be leased by operators, and any new facilities will be required to complement the park's character and themes.

Alberta Recreation and Parks will continue to contract to the commercial sector, functions such as planning, design and construction services; service-related activities (e.g., printing and graphics); and a variety of operation and maintenance functions.

Further, the department will undertake pilot projects to test the feasibility of transferring selected units of the parks system to other delivery agencies through mechanisms such as concessions, management contracts, short and long term leases and outright transfer.

TABLE 3
COMMERCIAL SECTOR AND PRIVATE GROUPS SERVICES IN
ALBERTA RECREATION AND PARKS' PARKS SYSTEM

	Ecological Reserves	Wilderness Areas	Provincial Parks	Recreation Areas
Accommodation unserviced	N	M	Y	Y
serviced	N	N	M	Y
Food and Beverage	N	N	Y	Y
Outfitting and/or Retail Sales	N	M	Y	Y
Attractions	N	N	M	Y

Y - normally encouraged

M - may be encouraged

N - not compatible with objectives of class

4.1.7 Alberta Recreation and Parks' Relationships with Other Park and Park-Related Agencies

A number of agencies are involved in protecting heritage resources and/or providing outdoor recreation opportunities and facilities in Alberta. As such, co-ordination and co-operative efforts are of great importance.

The Provincial Context

Alberta Recreation and Parks recognizes that many of the programs offered through its parks system are related to those of other provincial government agencies. Alberta Recreation and Parks will actively encourage co-ordination and co-operation among the many government agencies involved in protecting and presenting heritage resources, managing amenity resources and providing outdoor recreational opportunities and facilities.

While such activities are currently co-ordinated through a variety of means, the department will take a lead in initiating more formal interdepartmental co-ordinating mechanisms to promote effective outdoor recreation and heritage resource protection systems in Alberta. The focus of these co-operative efforts will be improved dialogue and management of issues.

International Role

Alberta Recreation and Parks will continue to support international and world-wide heritage conservation initiatives such as UNESCO'S World Heritage Convention and the Man and the Biosphere (MAB) Program.

Federal-Provincial Relations

The federal government, primarily through Parks Canada, operates a number of heritage resource protection and outdoor recreation programs in Alberta which have similar and complementary objectives to those of Alberta Recreation and Parks. Alberta Recreation and Parks will continue to support and participate in federal-provincial mechanisms such as the Federal-Provincial Parks Conference and the Canada/Alberta Consultative Committee on Parks Matters to co-ordinate policy and program initiatives.

Regional Integration

Alberta Recreation and Parks recognizes the potential impact of its parks system on regions of the province. Therefore, the department will strive to further increase regional integration of its parks system programs by working co-operatively with adjoining government jurisdictions, local and regional planning agencies and landowners.

4.2 COMMUNITY RECREATION FACILITY AND PARK DEVELOPMENT

There are several providers of facilities and open space at the community level including commercial enterprises, local clubs and organizations and a number of public agencies. Consistent with the principles expressed earlier in this report, Alberta Recreation and Parks recognizes the municipality as

having the primary responsibility for co-ordinating local recreation facility, park and open space development and will channel support through this authority.

The department has provided a considerable amount of support to municipalities for the development of parks, open spaces and recreation facilities. This has taken the form of consultation and advice and the provision of financial assistance. In the past ten years, nearly \$300 million has been granted to municipalities and through municipalities to community organizations for park and recreation facility development. This in turn generated a similar amount of local funding based on the guidelines of the department's grants. In addition to this amount, commercial, private and other public agencies have made substantial contributions to the development of recreation and parks facilities in the province. The impact of these and other initiatives has meant a tremendous increase in available recreation and parks facilities in Alberta communities.

This section examines recreation facility, park and open space development at the community level and identifies initiatives that Alberta Recreation and Parks will encourage and support in this area of endeavor.

4.2.1 Developing Appropriate Community Recreation Facilities

Alberta Recreation and Parks believes careful planning is essential in order to ensure that appropriate and affordable recreation facilities, parks and open space are provided. The department will continue to encourage municipalities to identify their recreation facility, parks and open space needs as part of a comprehensive community recreation planning process.

Rather than promoting the use of universal planning standards, Alberta Recreation and Parks will encourage municipalities to develop community-specific area and facility standards based on sound planning principles and local needs.* As well, the department will encourage municipalities to undertake area and facility feasibility studies as part of the community recreation planning process.

* This statement refers to planning standards (i.e., one park per X number of people) and should not be confused with building standards which are a legislated requirement governing the construction of facilities.

Chapter 5

Management And Financial Considerations



4.2.2 Effective Facility Development and Operation

The major focus of municipalities over the past decade has generally been on the construction of new recreation facilities. In order to protect community investment and fully utilize existing recreation facilities, Alberta Recreation and Parks will encourage an approach that emphasizes upgrading, retrofitting and renovating of existing areas and facilities. As well, the department will promote improved management and operating efficiency such as preventive maintenance and energy conservation programs. This approach, however, does not preclude the construction of new facilities which are considered necessary, based on local needs.

As part of a move to achieve maximum efficiency in recreation facilities, Alberta Recreation and Parks will promote a multiple-use concept. With respect to recreation facilities, multiple-use can involve a variety of combinations: integration of other community services such as libraries, stores or schools; accommodation of both highly competitive and less competitive levels of activity; and inclusion of support services for recreation, such as administrative offices and resource centres.

In order to encourage innovative design and operational ideas for recreation facilities, Alberta Recreation and Parks will encourage research and pilot projects aimed at improving area and facility efficiency. At the same time, the department will continue to work with appropriate agencies to ensure that safety standards are continually evaluated and modified as required. Adherence to established building codes in all recreation facilities will remain a necessity.

4.2.3 Encouraging Co-operative Facility Development Ventures

Co-operative efforts on the part of various local interests, including public, volunteer and commercial sectors, are important considerations which will be encouraged by Alberta Recreation and Parks at the local and regional levels. As well, the department will encourage municipal and school authorities to establish reciprocal-use agreements and promote, where appropriate, co-operative agreements between municipalities, the commercial sector and local organizations.

4.2.4 Municipal Parks: An Increased Role in the Provincial System of Parks

Park development at the local level has many advantages, including the creation of outdoor recreation experiences where they are needed - near to where the people reside. Local park developments can also nurture pride among local volunteers and result in the protection of natural, historical and cultural landscapes and features which might otherwise have been unprotected.

Alberta Recreation and Parks has initiated two specific grant programs to assist municipalities in developing park facilities: the Urban Parks Program; and the Municipal Recreation Areas Program.

The Urban Parks Program was initiated in the mid-1970s with the establishment of Fish Creek Provincial Park in Calgary and Capital City Recreation Park in Edmonton. The intended goal of the program is the establishment of significant areas of open space to ensure urban populations have easy access to natural environments, and the management of these areas to enable their sustained and unimpaired use for outdoor recreation. The program was extended to the urban centres of Grande Prairie, Lethbridge, Medicine Hat, Red Deer and Lloydminster in 1980.

The Municipal Recreation Areas Program, initiated in 1981, is intended to assist municipalities or community organizations to improve local and regional outdoor recreation facilities and opportunities. Forty sites received funding during the first four years of the program and, in 1985, thirty additional sites were selected for program funding.

The department believes that municipalities should play an increasing role in providing outdoor recreation and heritage resource protection services within the overall parks system of the province. Therefore, continued support will be provided for urban and regional park development for purposes of: establishing significant areas of open space to ensure that urban populations have easy access to natural environments; developing these areas to enable their sustained and unimpaired use for outdoor recreation; assisting municipalities in the development, upgrading and operation of outdoor recreation facilities for the public throughout the province; and encouraging the protection and development for outdoor recreation use of regionally significant landscape-related resources.

CHAPTER 5 - MANAGEMENT AND FINANCIAL CONSIDERATIONS

This chapter deals with the ways in which Alberta Recreation and Parks can encourage the provincial recreation and parks system to enhance and continually improve its capability to meet the recreation and park-related needs of Albertans. More specifically, this chapter sets program policy directions related to the management function and to the raising and allocation of funds.

The first part of the chapter deals with the management function in the provincial recreation and parks community. Management in this context implies the skillful handling of resources to achieve certain results. The effective management of resources for the development of Alberta's recreation and parks system requires a thorough understanding of key management functions, including the use of planning, research, public participation, marketing and evaluation.

The second part of the chapter deals with the raising and the allocating of funds. Current economic conditions indicate that recreation and heritage resource protection agencies should, as much as possible, seek to diversify their financial base. Funds available from the tax base should be viewed as only one possible source of funding for recreation and parks development. Other sources of funds should be sought to the extent possible and appropriate.

5.1 MANAGEMENT CONSIDERATIONS

Alberta Recreation and Parks is committed to the wise planning and management of resources and supports an organized, managed approach to the development, delivery and operation of the provincial recreation and heritage resource protection system in both the short and long term. To achieve this, the department will work with various delivery agents to encourage planning and, wherever possible, integration of services among agencies.

Municipal Government and Provincial Association Planning

The department will support appropriate planning by offering consultation services to municipalities and provincial associations in the area of recreation and heritage resource protection planning and management.

The department will continue to encourage and support the preparation of comprehensive municipal recreation and parks master plans. Such plans should move toward a management orientation with emphasis being placed on the identification of well-formulated mission, goal and objective statements and the identification of strategic initiatives to achieve such objectives.

As part of the planning process, the department will encourage the identification of community priorities in order to avoid duplication and overlap in recreation and parks services. In addition, the department will encourage municipal authorities to incorporate public participation processes when developing plans and priorities.

Alberta Recreation and Parks will encourage municipalities to complete feasibility plans when major capital projects are proposed.

The department is also committed to promoting effective planning among Alberta's provincial recreation associations and will continue to encourage and support proper planning by these agencies.

Alberta Recreation and Parks will encourage municipal authorities and provincial associations to conduct their planning-related analysis from a marketing perspective. A recognition of different market segments can lead to the development and marketing of services to meet the needs of different groups. Proper market information can help promote the use of facilities, encourage people to visit facilities that are under-used and direct participants away from those that are excessively used. The location and design of facilities and programs can also be adjusted to best meet the needs of the market. Market research can be used, as well, to prepare pricing strategies to improve financial performance.

It is also important for municipal authorities and provincial associations to evaluate the costs and benefits of their recreation and parks programs. To this end, the department will encourage these agencies to ensure evaluative mechanisms are an integral part of each program and service they provide.

Information Collection and Dissemination

The department has an important role to play in gathering information, conducting research related to recreation and heritage resource protection, and distributing results.

Co-ordination of Information

Alberta Recreation and Parks will encourage and support the development and sharing of information within a co-ordinated system. This will mean working with the Recreation, Parks and Wildlife Foundation, the Alberta Sport Council, academic institutions and other agencies to assess research needs and conduct timely investigations.

As well, the department, with special effort on the part of the Recreation, Parks and Wildlife Foundation and the Alberta Sport Council, will encourage the undertaking of relevant research projects.

Publication and Use of Information

Alberta Recreation and Parks will work with other agencies toward the development of mechanisms to collect and store recreation and heritage resource protection-related research data and will encourage the distribution of relevant findings in order to improve awareness within the provincial recreation and parks community as a whole.

Recognizing the need for an ongoing recreation and heritage resource protection-related research program, Alberta Recreation and Parks will regularly survey the general public and specific user groups regarding recreation and parks behavior, preferences, attitudes and opinions, with a

view to sharing results with interested members of the recreation and parks community. As well, the department will use pilot/demonstration projects to better evaluate proposals for specific recreation and heritage resource protection programs and services.

Alberta Recreation and Parks recognizes that the collection and analysis of trends information is an important tool for forecasting the future of recreation and heritage resource protection in the province. Through research of this nature, recreation and parks services should be readily able to plan more effectively to meet anticipated needs.

Communication of Information

Alberta Recreation and Parks will encourage information sharing within the provincial recreation and parks community by promoting information exchanges. As well, the department will consider the need for a central "clearing house" for information. Emphasis may be on case studies, contact persons and innovative delivery systems.

Automated systems will play a more important role in the future, particularly in responding to public requests for information. The department will work toward establishing automated systems in areas such as data collection and listings of delivery agents. At the same time, the department will examine the need for a program aimed at acquainting municipalities and provincial associations with automated systems.

Marketing Department Services

Alberta Recreation and Parks will develop a general marketing approach to the development of its services, facilities, programs and parks. This approach will focus on clients' needs; develop an image for the services the department provides; set performance targets; and develop awareness and promotion of materials consistent with image and performance targets.

Public Participation in Planning and Developing the Department's Services

Public participation will be an integral part of the department's planning and development process. By addressing the ideas, viewpoints and aspirations of people affected by Alberta Recreation and Parks' actions, better programs and services will result.

In planning individual areas within its parks system, Alberta Recreation and Parks will, wherever possible and feasible, provide opportunities for public participation. Further, recognizing the value of continuous interaction between the department and other agencies and members of the public, the department will establish mechanisms to heighten its awareness of needs in the provincial recreation and parks community generally.

Evaluation of the Department's Services

Evaluation is an essential component of the planning and management process that considers the worth, quality and importance of a particular program or service. Evaluation determines whether or not the objectives of a program or service are being met. Recognizing the necessity for evaluation, Alberta Recreation and Parks will continually evaluate the nature, scope and objectives of its programs and services.

5.2 FINANCIAL CONSIDERATIONS

Alberta Recreation and Parks recognizes the increasingly complex nature of the financial system in the provincial recreation and parks community and will support and encourage the raising and allocating of funds for recreation and heritage resource protection programs.

Recreation and parks services are recognized as one area of public responsibility and are thus supported from the tax system.

Public funds are allocated by Alberta Recreation and Parks to its client groups, based on a sharing of financial responsibility among the department, recreation and parks agencies and their clientele. The beliefs and guiding

principles presented in Part II will guide the provision of grants to the department's client groups. The provision of grants to the department's client groups is an important means for the department to achieve objectives related to the overall development of the recreation and heritage resource protection system in Alberta.

For each of its funding programs, Alberta Recreation and Parks will consider the need for: a balance between accountability and flexibility; incentive grants vis-a-vis subsidy grants; targetted grants and semi-targetted grants; joint ventures, partnerships and matching grants; details in collaborative ventures to clarify the value of volunteer labor, client contributions, etc.; assurance that the administrative aspects of the grant are minimized; fairness in the distribution of resources; and conditional and unconditional grants.

Alberta Recreation and Parks will continue to provide grants to municipalities and provincial associations to assist them in providing recreation and heritage resource protection opportunities. Since it believes that its grants should be used, where possible, for local needs, the department will work to ensure flexible use of the grants at the local level.

Alberta Recreation and Parks recognizes the municipality as the primary authority responsible for co-ordinating grants at the local level.

As well, since pooling of resources can bring maximum benefits, the department will encourage co-operation between municipalities and volunteer community organizations and clubs through its grants programs.

Alberta Recreation and Parks will evaluate its grant programs on an ongoing basis to ensure objectives are being realized and will encourage its client groups to do the same.

Fees and Charges

In addition to receiving funds from the tax base, funds are also secured from fees and charges for services. Department policies related to fees and charges are based on the principle of equity. Programs or services which

respond to the needs of the general public and are used by a majority of the public have the potential to receive the largest subsidy. In contrast, potential subsidization will decrease as the service becomes more exclusive to the user. Fees related to exclusive or commercial use of areas within the department's parks system (e.g., concession agreements, sand and gravel dispositions, agricultural dispositions) will be based on the market value of the rights and privileges involved. Alberta Recreation and Parks will continually review its services to determine appropriate fee levels.

Diversifying the Sources of Funds for Recreation and Parks Development

Recreation and parks agencies must look beyond their traditional sources of funding - the tax base and fees and charges - to other potential sources of funding. Accordingly, Alberta Recreation and Parks will work with the Alberta Sport Council and the Recreation, Parks and Wildlife Foundation to diversify their financial base and will encourage municipal authorities and not-for-profit associations to do likewise.

The Recreation, Parks and Wildlife Foundation and the Alberta Sport Council will continue to be involved in fund raising initiatives.

Alberta Recreation and Parks recognizes that corporate sponsorship will be important for the continued development of recreation and parks in Alberta. Initiatives at the local, regional and provincial level can be significantly enhanced through corporate involvement.

Since many recreation and parks opportunities would not be available without creative fund raising, Alberta Recreation and Parks will encourage municipal authorities and provincial volunteer associations to develop creative fund-raising programs.

Lotteries will continue to be an important source of additional funds for the provincial recreation and parks system. Alberta Recreation and Parks will continue to work toward ensuring that an appropriate share of lottery funds is directed to the provincial recreation and parks community.

Chapter 6

Economic Considerations

CHAPTER 6 - ECONOMIC CONSIDERATIONS

Recreation and parks development in Alberta is increasingly being recognized as an important contributor to the provincial economy. Traditionally, the relationship of the recreation and heritage resource system to the provincial economy has not, to any substantial degree, been considered. However, the financial investment and significant public expenditures in recreation and parks in Alberta indicates that recreation and parks should be viewed as important forces in the economy.

Gaining economic benefits through investment in recreation and parks requires, above all, co-operative partnerships. All sectors of the economy must work together if economic gains are to be realized. Central to the co-operative partnership is the important role of commercial enterprise and the entrepreneur. It is this sector, more than any other, that has the capacity to generate economic benefits through investment in recreation and parks.

For its part, Alberta Recreation and Parks is committed to serious consideration of the economic impact of its actions and will, where possible, seek to maximize the economic benefits of its programs and services.

6.1 THE SIGNIFICANCE OF RECREATION AND PARKS TO THE PROVINCIAL ECONOMY

Alberta Recreation and Parks faces opportunities for promoting economic activity in the province. Recreation development and the department's parks system can contribute to the economy through generating consumer spending, increasing tourism, creating jobs, providing services, stimulating manufacturing and broadening Alberta's economic base.

From a cost-saving point of view, timely investment in recreation and parks and the resulting social, mental and physical well-being of the people of Alberta can lead to significant financial savings through preventive health care. The aphorism that an ounce of prevention is worth a pound of cure is well suited to this view of recreation and parks.

In recognition of this contribution, Alberta Recreation and Parks will consider its programs and services in light of the impact they can have on the overall provincial economy.

Recreation and parks activities are also important to local and regional economies, and the department will promote awareness of this fact at the municipal level.

In order to develop recreation and parks programs that maximize benefits to Albertans, the department needs more information regarding such issues as the impact of privatization and the economic relationship between health care and recreation activity. With this in mind, Alberta Recreation and Parks will encourage the undertaking of initiatives which create a better understanding of these matters.

6.2 THE RECREATION INDUSTRY IN ALBERTA

The recreation industry in Alberta features three identifiable categories: the manufacturers of recreation goods; the retailers of recreation goods; and the providers of recreation services.

Alberta Recreation and Parks believes the recreation industry in Alberta has potential for growth and will, where possible, encourage its development. Recognizing that it can be involved only in a supporting role, the department recognizes that decisions related to specific ventures rest solely with the commercial sector.

There is a need among various components of the industry for dialogue to encourage industry alliance and the development of complementary goals, marketing strategies and investment opportunities. Improved communication between all involved businesses and groups, between Alberta Recreation and Parks and businesses and between the department and other provincial and federal government agencies will enhance initiatives related to the development of the recreation industry in Alberta.

Joint ventures between the public and private sectors could prove beneficial to the economy. Such undertakings will be considered provided they meet publicly accepted standards of accessibility, safety and security and provide clear benefits for Albertans.

As well, the recreation export market may hold potential to open new opportunities for business in Alberta. Areas such as franchising, endorsements, marketing of clothing and equipment, publishing and specialist expertise could provide financial returns for the commercial sector.

6.3 EMPLOYMENT IN RECREATION AND PARKS

Recreation and parks activity tends, for the most part, to be labor intensive. It deals with the growing service delivery sector, easily adapts to changing work and leisure patterns, is portable and universal. As such, it provides scope for employment for a variety of people.

Alberta Recreation and Parks will, therefore, consider the employment-related implications of its initiatives.

Some examples of sectors of the recreation and parks system that may offer potential for employment growth include: voluntary associations; corporate fitness programs; coaching; sport medicine and other specialized fields; management, maintenance and promotions of public and private facilities; and manufacturing and retailing of goods and services.

6.4 ECONOMIC CONSIDERATIONS RELATED TO THE DEPARTMENT'S PARKS SYSTEM

In developing its parks system, the department will consider tourism-related economic implications, particularly in Recreation Areas and Provincial Parks. Wilderness Areas are seen as offering less potential for economic benefits and Ecological Reserves to an even lesser degree.

Alberta Recreation and Parks will investigate economic costs and benefits to the province of potential Provincial Parks and Recreation Areas developments and will assess the impact of such developments on local and regional economies.

Further, there is a need for greater integration between the department's parks system and its implications for tourism in order to synthesize plans, identify common goals and develop compatible strategies. This is particularly important since the department will place additional emphasis in the future on tourism-related considerations in the parks system. Alberta Recreation and Parks will work with other agencies and related interests to achieve this integration, with a major focus being the provision of a wide range of experiences for park visitors.

As well, Alberta Recreation and Parks will encourage and support promotion and marketing of areas within its parks system as destination areas in order to maximize benefits from its parks investment.

6.5 ECONOMIC SIGNIFICANCE OF MAJOR RECREATION AND SPORTS EVENTS

Alberta is well placed to take advantage of economic benefits related to recreation and sport special events. It has top-calibre recreation facilities, a knowledgeable and energetic volunteer sector and a strong recreation and sport tradition. As well, the potential of economic gain from hosting major events in Alberta will be further enhanced in 1988 when Alberta plays host to the XV Winter Olympics. Against this background, Alberta Recreation and Parks will consider the economic benefit to the provincial economy when determining support levels for hosting special events.

Alberta Recreation and Parks will support organizing committees, where appropriate, in their efforts to bid on, and stage, such events. The department will also investigate what factors make a major event economically viable.

Part IV

Policy Implementation



POLICY IMPLEMENTATION

The preceding parts of this Draft Policy Statement outline a challenging course for Alberta Recreation and Parks. This fourth and final part of the Draft Policy Statement considers the ways in which the policy directions will affect the department's programs and services and impact Alberta's recreation and parks community. Specifically, this final part of the Draft Policy Statement outlines: the ways in which the department will orient its approaches to management so that the policy directions can be implemented; a further strategic planning program to be pursued by the department; identification of possible changes to departmental legislation; and a role clarification framework intended to portray potential involvements of the major sectors of the provincial recreation and parks community.

MANAGEMENT ORIENTATION FOR POLICY IMPLEMENTATION

From a management perspective, the department will modify the ways in which it carries out its business in order to effectively implement the policy directions presented in this Draft Policy Statement. In a corporate or department-wide sense, the department's approach will be characterized by:

a. Focused and Targetted Approaches

The department will place an increased emphasis on approaches which focus on the areas of the provincial recreation and parks system most in need. Thorough analysis will indicate issues, gaps, problems, requirements, future trends and needs. These areas will receive ongoing consideration by the department.

b. Self-Reliance and Autonomy

The department will move towards an approach which places more responsibility with the individual and departmental client groups. More and more, individuals, associations, community groups and related agencies will have to be "masters of their own destiny".

c. Collaborative Approaches

The department will tend to take collaborative approaches in developing and providing services. Although this will not be the department's only means of operating, collaborative approaches will become more important.

d. Privatization

The department will move toward approaches which nurture greater involvement of the voluntary not-for-profit sector and the commercial sector. Although this definitely suggests less direct public sector involvement for Alberta Recreation and Parks, it by no means indicates abdication of the department's basic responsibilities. Where possible the department will encourage other sectors to address recreation and heritage resource protection needs.

e. Public Input

The department will continue to move toward approaches which involve people and organizations in the development of department programs and services. Input from individuals and organizations will become more and more important. To provide input to the department on a regular basis, formal provincial recreation and parks advisory mechanisms (e.g., Provincial Recreation and Parks Advisory Committee) will be established.

f. Readiness to Take Advantage of New Opportunities

The department will move toward approaches which promote the development of flexible, innovative and creative ideas and services. The department will ensure it can evaluate and take advantage of new ideas, consistent with general departmental direction and existing resources.

g. Experimentation and Use of Pilot Projects

Complementing the above point, the department will, within available resources, make greater use of experimental and pilot projects as a valuable means of evaluating costs and benefits of new ideas. Increased energies will be placed on the evaluation phase of new ideas, projects and initiatives.

h. Use of Information

The department will place an increased emphasis on approaches which develop, disseminate and make the best possible use of relevant available information.

i. Needs Assessment To Determine Departmental Services

The department will place an increased emphasis on approaches which develop services and programs in direct response to client needs. This will require regular communication with clients so new programs can be introduced or existing departmental programs can be fine-tuned, refocused or concluded in response to changing circumstances. The department will adopt general market assessment approaches.

j. Greater Efficiency and Less Regulation

The department will move to adopt approaches in the development and delivery of its programs and services that make the best possible use of available resources and, to the greatest extent possible, minimizes the complexity of department procedures.

k. Corporate Management Planning

The department will move toward development of its programs and services within a corporate planning framework. Such a corporate planning framework will focus on improved integrated policy and planning efficiency, improved program productivity and integration, and improved cost control.

These eleven statements describe how, in management terms, the department will modify its approaches in carrying out its business in order to effectively implement the policy directions. Although the change is not dramatic, it does reflect a direction that can deal with current circumstances within the provincial recreation and parks system, and help the department move towards being an active member of that provincial system.

ALBERTA RECREATION AND PARKS' COMMITMENT TO ACTION: AFTER GENERAL POLICY
FRAMEWORK - THE NEXT STEPS

The Policy Statement cannot be seen as an end in itself. The momentum for change that is being created through the Policy Statement development process cannot be lost. Acting on the Policy Statement, the department must assign financial resources, introduce services, revamp and initiate programs, allocate manpower and start discussions to define common interests, complementary roles and additional strategic areas requiring more detailed analysis.

The Strategic Planning Program for Alberta Recreation and Parks

Once the Draft Policy Statement has been thoroughly reviewed by the public, a final policy will be forwarded to the Minister of Alberta Recreation and Parks for consideration.

Following Ministerial consideration, approaches to policy implementation will be developed, in part, through the development of strategic plans for selected key areas within the department's mandate. Strategic planning, from the department's perspective, involves the identification of programs, services and priorities for a specified time period. In addition, the strategic planning process also identifies target markets and measurable objectives.

Within the next three to five years, Alberta Recreation and Parks will initiate strategic level planning in the following key areas: (It should be noted that some of the strategy plans that will be completed by the department are client-specific, while others are system-wide.)

o Outdoor Recreation/Open
Space Systems Strategy

- This strategy will examine outdoor recreation/open space systems needs in Alberta as they relate to Alberta Recreation and Parks. The strategy will, by necessity, need to consider the provincial system and will determine the relationship of the department's system with other such programs in Alberta.

- o Leisure Education Strategy - To bring education for leisure into the mainstream of Alberta's recreation movement and to maintain leisure as an important societal value, a comprehensive strategy will be developed by Alberta Recreation and Parks. The strategy will bring the policy directions to action by identifying programs, services and priorities.

The strategy will identify the ways in which awareness about the value of leisure can be enhanced and means by which positive attitudes toward leisure can be developed.

- o Community Recreation Strategy

- The department will develop a community recreation strategy to define the relationship between the department and the community recreation delivery system. In keeping with the policy directions in this report, the strategy will examine the nature of the relationship and will specify the types of programs and consultation services that will be required to respond to current and anticipated conditions.

- o Recreation and Parks Leadership Development Strategy

- The department will initiate a process to determine and respond to the leadership-related needs of the recreation and parks community. By the very nature of leadership development, an interdisciplinary and inter-agency approach will be used.

The recreation and parks leadership development strategy will consider the supply and training of leaders in all areas of the provincial recreation and parks system.

- o Recreation Industry Assessment

- This strategy will examine the significance of the recreation industry to the provincial economy, to the provincial recreation and parks system, and will consider ways in which the department can contribute to its growth.

The successful completion of these strategic planning initiatives will provide the department with more specific direction in its efforts to further enhance the provincial recreation and parks community. Throughout these planning efforts, public and client input and reaction will be encouraged.

LEGISLATIVE IMPLICATIONS

The implementation of the policy directions identified in the previous parts of this report will require that selected legislation under the authority of Alberta Recreation and Parks be critically reviewed and modified, where required. This will ensure that the department's legislative base is complementary to, and consistent with, the Policy Statement.

Two of the Acts under the authority of the Minister of Alberta Recreation and Parks will be reviewed and, as necessary, revised. The Wilderness Areas, Ecological Reserves and Natural Areas Act must be reviewed in light of the types of uses that could be permitted in Wilderness Areas. Equestrian use and fishing are two activities that, as a result of the policy development process, might be permitted in Wilderness Areas. If accepted, this change must be reflected in the legislation.

The Provincial Parks Act and its related Regulations will also require review in light of the types of uses that might be permitted in these areas.

TOWARD A CLARIFICATION OF ROLES

The provincial recreation and parks system is made up of many separate but interdependent parts. If they work in relative harmony, the system operates effectively. Those responsible for recreation and parks services in Alberta can be grouped into four sectors: a) the people themselves; b) the voluntary/not-for-profit sector; c) the commercial sector; and d) the public sector.

- a) The People Themselves - Individuals, families and social groups are important providers of recreation. They spend much leisure time at or near home in activities that generally need no formal support services. Recreation activities of this kind are local, personal and self-provided.

- b) The Voluntary/Not-For-Profit Sector - A loosely woven network of groups and organizations serve a variety of specialized needs and interests. Voluntary organizations are a direct extension of people helping themselves, as people organize various kinds of groups to pursue recreation activities or heritage resource protection and development initiatives.
- c) The Commercial Sector - Growth in leisure spending is reflected in an increase in recreation and tourism businesses and corporations. Operating in the economic marketplace, they have a prime objective of providing a service for profit. Large corporations, not always directly associated with recreation and parks, can also have an impact through such avenues as charitable donations or fitness promotion campaigns.
- d) The Public Sector - Local municipalities, provincial and federal government departments and many agencies and institutions create legislation covering the establishment and operation of recreation and parks activities. They offer financial and consultative assistance to other providers; are responsible for a land base for outdoor recreation and heritage resource protection; oversee other resources which benefit recreation (i.e., transportation); and can help others, particularly the disadvantaged, meet needs not readily met by volunteers or commercial interests.

The information presented in Table 4 moves beyond the identification of these four broad sectors and proposes a general framework for Alberta Recreation and Parks to co-ordinate efforts with other providers of recreation and heritage resource protection services. The intent is to broadly define the provincial recreation and parks system; generally identify the role of each major actor; identify how the department proposes to interface with these actors; and identify interaction the department encourages among the various actors.

As is the case with other parts of this Draft Policy Statement, the information presented in Table 4 is for review and discussion by the provincial recreation and parks community. It is not intended to be prescriptive or directive, rather, it is intended to begin a process that defines complementary functions for all actors in the system.

TABLE 4
CLARIFICATION OF ROLES

SECTOR/ACTIONS	ROLES AND RESPONSIBILITIES	ROLES AND RELATIONSHIPS OF ALBERTA RECREATION AND PARKS TO ACTORS	INTERACTION BETWEEN ACTORS
I. THE PEOPLE THEMSELVES			
1. The Individual	- to identify and pursue meaningful recreation activities of their own choice - to volunteer as recreation leaders - to commit personal resources for recreation participation - to practice heritage resource protection on private property - to practice conservation	- to enhance the individual's awareness and understanding of recreation and heritage resource protection - to encourage self-reliance - to directly provide recreation opportunities (i.e., outdoor recreation opportunities) - to provide for public input into decision making processes	the individual is the foundation and ultimate client of all recreation providers
2. The Family	- to provide a fundamental unit for participation in recreation activities - to promote meaningful recreation experiences for all family members	- to support the provision of family-oriented recreation opportunities - to recognize the family in designing facilities and providing opportunities	should be recognized as a fundamental participating unit; all sectors should provide services accordingly
3. Social Groups	to enhance recreation experiences through social interaction	- to recognize social groups in designing facilities and generally providing services - to recognize social recreation as an important activity grouping to facilitate and plan for	- municipalities should provide recreation programs and facilities to accommodate social groups - private business provides many opportunities for groups (dining, entertainment, and so on)
II. VOLUNTARY/NOT-FOR-PROFIT SECTOR			
1. Provincial Recreation and Sport Associations	- to accept primary responsibility for planning and advancement of their specific area of responsibility - to promote a province-wide understanding and appreciation of their area of endeavor - to promote participation at all levels with particular direct responsibilities for the developing participant - to organize and conduct leadership training programs - to co-ordinate effort at local, regional and provincial levels - to raise funds to enhance their endeavors	- to provide consultative support - to assist in education promotions - to provide information - to assist with organizational development - to provide financial support - to provide administrative support (e.g., office space)	- should work through local organizations - should co-ordinate efforts with municipalities for local matters - should interact, communicate and co-ordinate with national associations - should involve the commercial and corporate sector where possible

SECTOR/ACTORS	ROLES AND RESPONSIBILITIES	ROLES AND RELATIONSHIPS OF ALBERTA RECREATION AND PARKS TO ACTORS	INTERACTION BETWEEN ACTORS
2. Provincial and Regional Conservation Associations	- to encourage heritage resource protection initiatives - to plan and conduct research - to educate the public - to act as advocates for heritage resource protection	- to provide consultative support - to provide financial support (at the provincial level) - to assist with organization development - to assist in educational promotion - to provide administrative support	- should work in conjunction with municipalities for local matters - should work with foundations - should interact, communicate and co-ordinate with national and international organizations
3. Local Clubs and Organizations	- to provide quality services to members - to provide, or assist with, local facility development and operation - to provide leadership development opportunities	- will work through the municipality unless otherwise requested - to provide through the municipality: - financial assistance - leadership development assistance - organizational development assistance	- co-ordinate efforts through the municipality - co-ordinate efforts with other local groups and organizations - co-ordinate efforts with provincial associations - co-operate on a regional basis (e.g., athletic leagues)
4. Quasi-Public Agencies (e.g., YM/YWCA)	- to provide quality services to members - to co-ordinate services at provincial and local levels	- to provide direct services at the regional and provincial levels in the form of: - financial assistance - consultative support - organizational development - will work through the municipality at the local level unless otherwise requested	- co-ordinate efforts through the municipality - co-ordinate efforts with other provincial and local groups
5. Service Clubs	- to provide recreation opportunities for members - to support recreation and parks opportunities at local, regional and provincial levels - to be actively involved in providing and operating recreation and parks facilities	- will work through the municipality at the local level - will work in co-operation with services clubs for regional and provincial initiatives	- co-ordinate efforts with the municipality - co-ordinate efforts with other provincial and local groups
6. Not-For-Profit Foundations	- to directly provide programs and facilities - to raise funds	- will work directly with regional and provincial foundations - will work through the municipality for local level foundations	municipalities are encouraged to establish foundations (where applicable) to deliver recreation and park services
7. Private Not-For-Profit Clubs	- to provide recreation opportunities for members - to provide facilities for their members	will work through the municipality	generally operate in relative independence

SECTOR/ACTORS	ROLES AND RESPONSIBILITIES	ROLES AND RELATIONSHIPS OF ALBERTA RECREATION AND PARKS TO ACTORS	INTERACTION BETWEEN ACTORS
III. COMMERCIAL SECTOR			
1. Commercial Enterprises	. to provide parks and recreation opportunities . to provide tourism opportunities . to supply parks and recreation equipment . to provide support services and professional consultation . to construct facilities	. will encourage the commercial sector to provide services . will collaborate with the commercial sector through such methods as: . pilot or demonstration projects . partnerships . where appropriate apply government regulations (e.g., to ensure the protection of natural resources, or for the purpose of public safety) . will not directly compete with the commercial sector unless access is unreasonably restricted because of price, location or time of operation . will provide opportunities for the commercial sector to provide services to the department and on lands administered by the department (as outlined in Chapter 4)	. encourage all sectors to co-operate with the commercial sector whenever possible
2. Corporations	where appropriate: . to provide funding for recreation and heritage resource protection programs and services . to promote recreation and heritage resource protection and become directly involved in education or awareness campaigns . to support and/or conduct research	. will encourage corporations to provide financial support for provincial and regional recreation endeavors . will encourage corporations to provide support for the purchase of significant natural, historical and cultural resources . will encourage and work with corporations in promotion and awareness campaigns . will encourage and work with corporations in research projects	. municipalities, local associations and provincial associations should encourage corporations to provide resources for recreation and heritage resource protection

INTERACTION BETWEEN ACTORS

ROLES AND RELATIONSHIPS OF
ALBERTA RECREATION AND PARKS
TO ACTORS

ROLES AND RESPONSIBILITIES

SECTOR/ACTORS

IV. THE PUBLIC SECTOR

Foreign Governments and
International Agencies

- will encourage other actors to co-ordinate international efforts with the department

- will assess and participate in heritage resource protection initiatives with neighboring states
- will assess and participate in world programs, when appropriate
- will encourage and support international sport and recreation exchange programs
- will support and participate in international conferences and other forms of information exchange, when appropriate

- to initiate inter-governmental agreements
- to initiate world-wide programs (e.g., World Heritage Sites Program)

Federal Government

- will encourage the federal government to consult with the department in planning recreation and heritage resource protection services geared to clients of the department (e.g., provincial associations, municipalities)

- supports the establishment of permanent mechanisms (bilateral and multilateral) for ongoing liaison and discussion of policy and program matters in recreation and heritage resource protection initiatives at the federal-provincial level, between Ministers, Deputy Ministers and appropriate councils and committees
- advocates that federal government support must be flexible to permit the achievement of recreation development objectives and priorities unique to Alberta

- to co-ordinate national and international services
- to co-ordinate national and international recreation events and conferences
- to provide heritage resource protection and outdoor recreation programs nationally (e.g., National Parks)
- to provide financial, technical and administrative support to national recreation and heritage resource protection agencies
- to encourage and be actively involved in research of national significance and distribute the findings

Provincial Government

Provincial Departments

- will encourage a co-operative effort of provincial departments in providing leisure and heritage resource protection services

- will promote a co-operative approach in providing recreation and heritage resource protection services
- will initiate and participate in inter-departmental co-ordinating mechanisms
- will co-operate with, and share information regarding, ongoing initiatives of the department
- will provide input into initiatives of other departments, when requested

- to provide recreation opportunities or services through primary, secondary or tertiary mandates
- to conserve or preserve natural and cultural resources through primary, secondary or tertiary mandates

SECTOR/ACTORS

ROLES AND RESPONSIBILITIES

ROLES AND RELATIONSHIPS OF ALBERTA RECREATION AND PARKS TO ACTORS

INTERACTION BETWEEN ACTORS

Regional Planning Commissions

- to co-ordinate municipal land-use planning at the regional level
- subdivision approving authority
- to establish the planning framework for outdoor recreation and heritage resource protection systems at the regional level

- will review and comment on regional plans when requested
- will co-ordinate land use activities with regional planning commissions
- will encourage regional planning commissions to identify landscape-related natural resources of regional, provincial or national significance

- the regional plan provides the framework for local planning

Municipalities

- primary public agency responsible for recreation and heritage resource protection at the local level
- to co-ordinate recreation and heritage resource protection at the local level
- to facilitate the development of quality recreation leaders and related volunteer support staff
- to plan, provide, manage and maintain recreation facilities at the local level
- to acquire land and water areas for present and future recreation and heritage resource protection needs
- to assist in the promotion of recreation and heritage resource protection
- to formulate, in co-operation with organizations and citizens, a comprehensive recreation and parks plan for the municipality
- to assist various public and private recreation and conservation agencies at the municipal level
- to provide technical assistance and disseminate information to local recreation and conservation groups
- to administer grants-in-aid, cost sharing and other financial assistance programs for individual citizens, public agencies and private organizations
- to facilitate leisure education, counselling and programs to assist local residents in making relevant choices regarding wise use of leisure time

- recognizes the variety of municipalities and the subsequent variety of needs and will provide services accordingly
- recognizes the importance of recreation and parks advisory boards
- will provide grants-in-aid and other financial assistance and consultative services to assist municipalities with recreation and heritage resource protection services such as:
 - leadership development
 - facility development, operation and maintenance
 - open space development, operation and maintenance
 - recreation administration and organizational development
 - technical programs and services
 - marketing of recreation and heritage resource protection services

- encourage municipalities to work co-operatively with:
 - other municipalities (i.e., urban-rural agreements, regional agreements, joint facility development, etc.)
 - the commercial sector
 - provincial associations
 - the educational system
- municipalities have a co-ordinating role at the local level

SECTOR/ACTORS	ROLES AND RESPONSIBILITIES	ROLES AND RELATIONSHIPS OF ALBERTA RECREATION AND PARKS TO ACTORS	INTERACTION BETWEEN ACTORS
Elementary and Secondary School System	- to encourage and develop positive attitudes of students toward recreation and heritage resource protection - to provide recreation opportunities for students - to provide an important community facility for recreation purposes	- will encourage school authorities to provide a foundation for leisure and heritage resource protection attitudes - will encourage school authorities to visit and use the interpretive services in the department's parks system - will provide support information to assist in leisure and heritage resource protection studies	encourage reciprocal-use agreements with municipalities
Post-secondary Educational Institutions	- to educate recreation and heritage resource protection professionals - to provide leadership development courses - to conduct research - to provide recreation opportunities and facilities - to provide extension programs	- will encourage, support and work with post-secondary educational institutions to undertake leisure and environmental research - will provide advice (when requested) on curriculum development	will encourage post-secondary institutions to provide leadership courses - both developmental and in-service - for recreation professionals, volunteers and municipal authorities

FINAL OBSERVATIONS

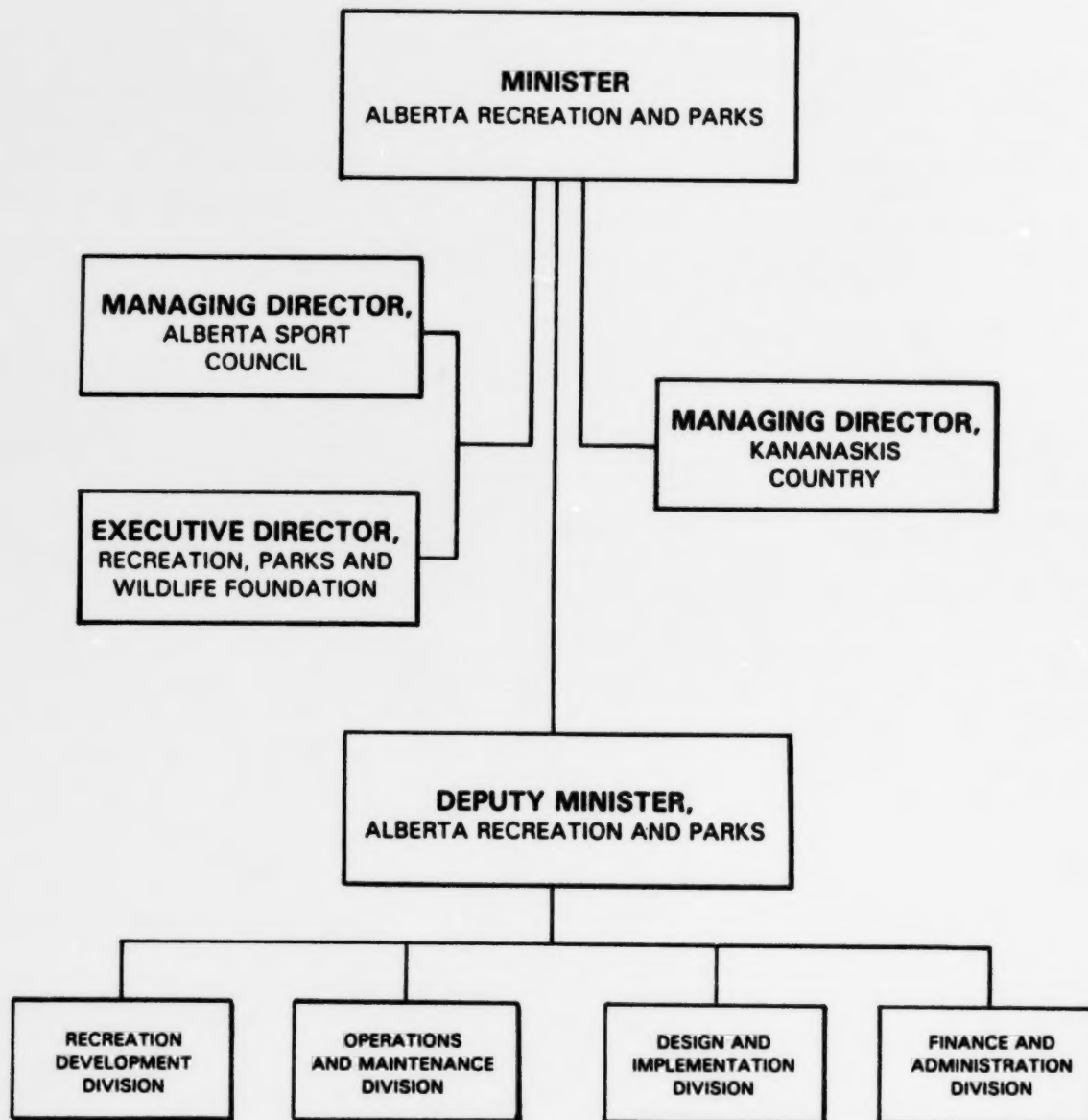
The bright future of recreation and parks development in Alberta will never become reality without concentrated and dedicated inter-agency involvements. Alberta Recreation and Parks views its role earnestly and enthusiastically, and will try to make its contribution in keeping with the expressed needs and requirements of the total provincial recreation and parks community.

Action must evolve in response to, and in anticipation of, Albertans' changing needs and aspirations. It is hoped that this policy provides a firm foundation for future action.

Appendix A

Ministry of Alberta Recreation and Parks Organizational Chart

**MINISTRY OF
ALBERTA RECREATION AND PARKS**



Appendix B

**Individuals, Agencies and Organizations
Which Have Provided Input to the Draft
Policy Statement**

This Draft Policy Statement has been prepared with input from many individuals and organizations interested in, and related to, the development of recreation and parks in Alberta. The Department of Alberta Recreation and Parks wishes to thank the many people listed in this Appendix for their oral and written comments and the efforts they have made regarding this project. The department is very appreciative of their interest.

I. DISCUSSION PAPERS

The following list of people prepared discussion papers for use by the department in preparing the Draft Policy Statement. The authors were requested to reflect their professional views on issues affecting the provincial recreation and heritage resource protection system. The authors also presented and discussed their papers at a symposium in the fall of 1984.

- | | |
|---|--|
| 1. Mr. W.G.A. Shaw, Senior Planner
Red Deer Regional Planning
Commission | A Recreation Place System for
Alberta |
| 2. Mr. George B. Cuff
George B. Cuff and Associates Ltd.
and Mayor of Spruce Grove | Public/Private Sector
Relationships in the Development
and Management of Recreation and
Parks Programs and Services |
| 3. Mr. Ed Marshall
Managing Director
Kananaskis Country | Public/Private Sector
Relationships in the Development
and Management of Recreation and
Parks Programs and Services |
| 4. Dr. Gerry Glassford, Dean
Faculty of Physical Education
and Recreation | Leisure Education - Future
Opportunities in Alberta |
| 5. Ian Soles and Mike Hanna
Alberta Recreation and Parks
Association | The Recreation and Conservation
Delivery System in Alberta: An
Examination and Assessment |
| 6. Mr. Cliff Wallis
Cottonwood Consultants Ltd. | The Role of Parks, Wilderness
Areas, and Ecological Reserves in
Nature Preservation |
| 7. Mrs. Judy Unterschultz | Recreation Leadership in
Alberta |
| 8. Dr. Trevor Slack and Robert Pitter
Department of Physical Education
and Sport Studies
University of Alberta | Volunteers and Voluntary
Recreation Organizations:
Issues and Concerns |

- | | |
|--|---|
| 9. Mr. R.J. (Bob) Weller
Executive Director, Alberta
Recreation and Parks Association | Voluntarism in Recreation and
Parks |
| 10. Mrs. Elisabeth G. Beaubien | Voluntarism in Parks:
Problems and Opportunities |
| 11. Mr. Bill Casey and Mr. Cliff Lacey
Community Recreation Branch
Recreation Development Division
Alberta Recreation and Parks | Municipal Recreation and Parks
Facilities and Open Space in
Alberta: Coping with the Times
and Directions for the Future |
| 12. Mr. John H. Plantinga, Manager
Leisure Centres, City of Calgary
Parks and Recreation Department | Municipal Recreation and Parks
Facilities and Open Space in
Alberta: Coping with the Times
and Directions for the Future |
| 13. Mr. Glen Lavold, President
Northlands Exhibition Association | A Strategy for the Enhancement of
Alberta's Recreation Industry |
| 14. Mr. Gord McIntosh, Superintendent
Parks and Recreation, Spruce Grove | Public Leisure Services:
Managing with Less |
| 15. Mr. Tom Beck | Notes for Discussion of the
Various Roles Private
(Conservation) Agencies Can Play
in Providing Recreation and
Conservation Opportunities |
| 16. Mr. Ken Low
Action Studies Institute | Recreation: A Humanistic
Perspective and Implications for
Service Providers |
| 17. Mr. Rein Selles, Executive Director
Alberta Council on Aging | The Greying Population: Meeting
a Variety of Recreation Needs |
| 18. Mr. Don Dick, Executive Director
Scouts Canada, Western Prairie
Region | Youth and Recreation: Meeting a
Variety of Needs |
| 19. Mr. Jim Taylor, Executive Director
Edmonton Boys and Girl's Club | Youth and Recreation: Meeting a
Variety of Needs |
| 20. Ms. Carol Holmes, Executive Director
Para-Olympic Sport Association | Recreation and Disabled Persons:
Meeting a Variety of Needs |

- | | |
|---|---|
| 21. Mrs. Martha Beach | Women and Recreation: Meeting a Variety of Needs |
| 22. Dr. Leslie Bella
Department of Recreation and Leisure Studies
University of Alberta | Work and Leisure in Alberta for the 80s and 90s: Problems and Opportunities (The Crisis in Personal Productivity) |
| 23. Mr. Ron Davis, Manager
Culture and Recreation Services
Medicine Hat | Recreation and Parks Development in Alberta's Urban Municipalities: Coping with the Times and Directions for the Future |
| 24. Mr. Don Moore, Superintendent
Recreation Department
City of Red Deer | Recreation and Parks Development in Urban Alberta: Re-Assessment and Relevancy |
| 25. Dr. Brent Ritchie
Faculty of Management
University of Calgary | Parks and Tourism: Strategies to Develop a Co-operative Partnership |
| 26. Mr. Peter C. Nichols
Nichols Applied Management
Economic and Management Consultants | Recreation and Tourism: Strategies to Develop a Co-operative Partnership |
| 27. Mr. John Pryde and Mr. Ron Houser
Community Recreation Branch
Recreation Development Division
Alberta Recreation and Parks | Recreation and Parks Development in Alberta's Rural Municipalities: Coping with the Times and Directions for the Future |
| 28. Mrs. Brenda Johnson
Recreation Director
Old Man River Recreation Department
County of Lethbridge | Recreation and Parks Development in Alberta's Rural Municipalities: Coping with the Times and Directions for the Future |
| 29. Dr. Ted Wall
Physical Education and Sport Studies
University of Alberta | Recreation, Health and the Wellness Concept: Implications for the Health Promotion Process |
| 30. Dr. Art Burgess, Co-ordinator
Staff Fitness
Department of Athletic Services
University of Alberta | Fitness: Future Policy Directions and Innovations for Alberta Recreation and Parks |
| 31. Mr. Kevan Pipe, Executive Director
Alberta Soccer Association | Provincial Recreation and Sport Associations: Needs and Priorities |
| 32. Mr. Bill Stewart, Manager
MRC Co-ordinator
Y.M.C.A. of Alberta | Provincial Private Not-for-Profit Organizations: Needs and Priorities |

33. Dr. John S. Marsh
Department of Geography
Trent University
Provincial Park and Recreation
Areas: What Services Should be
Provided?
34. Dr. Jim Butler
Wildland Recreation
Department of Forest Sciences
University of Alberta
Recreation Lands, Demand and
Supply: Problems and Prospects
for the Future
35. Mr. Barry Edwards
Environmental Planning Ltd.
Resource Management of Lands
Under the Department's
Jurisdiction - Practices,
Problems and Opportunities
36. Susan E. Markham
Department of Recreation and
Leisure Studies
University of Alberta
Should the Department Establish
Parks Where the People Are or
Where the Resources Are?
37. Mr. Bruce Duffin
Field Support Branch
Operations and Maintenance Division
Alberta Recreation and Parks
Managing Parks in the Period of
Fiscal Restraint: Implications
for Service Provision
38. Richard A. Nuxoll
Richard A. Nuxoll Consulting
Services Ltd.
Recreation and Parks - Public
and/or Private Agents of Delivery
39. Mr. A.F. Belyea
A.F. Belyea and Associates
Public Participation in
Recreation and Parks Program
Services
40. Ms. Dorothy Broadbent
The Role of the Public in
Provincial Park Planning and
Management
41. Mr. John Marean
Environmental Education and
Alberta Recreation and Parks:
Needs and Concerns
42. Mr. Punch Jackson
Recreation Services Branch
Recreation Development Division
Alberta Recreation and Parks
Outdoor Recreation Practices in
Alberta: Past, Present and Future
43. Dr. Tim Burton, Chairman
Department of Recreation and
Leisure Studies
University of Alberta
Leisure Research and Planning in
Alberta
44. Ms. Cheryl E. Bradley
Dispersed Nature-Oriented
Recreation

II. INDIVIDUAL SUBMISSIONS

The following list of individuals and agencies submitted written comments for consideration by the department in preparing the Draft Policy Statement.

Alberta Association for the Mentally Handicapped
Alberta Association of Recreation Facility Personnel
Alberta Badminton Association
Alberta OGIT Association
Alberta Canoe Association
Alberta Fish & Game Association
Alberta Forestry Association
Alberta Free Balloonists Society
Alberta Ladies Lawn Bowling Association
Alberta Municipal Association for Culture
Alberta Special Olympics
Alberta Travel Trailer Association

A.C. Bair, Milk River
Village of Barons
County of Barrhead No. 11
Battle River Regional Planning Commission
Village of Bittern Lake
Betty Blackman, Calgary
Dave Blades, Nanton
Town of Bonnyville, Department of Leisure Services
Gerald Borden, Grouard
Breton & District Regional Recreation and Parks Board
James A. Brown, David Thompson Resort

Cardston Recreation Board
Central West Recreation Association
Richard Channey, Hayter
Dave L. Chipchura, Wabamun
Cochrane Regional Recreation Board
E.H. Cockle, Mannville Chamber of Commerce

Devon Parks, Recreation & Cultural Board
Didsbury & District Recreation Board
Rudy Dold, Calgary
Town of Drayton Valley
Don Durand, Leisure Campground Ltd., Pine Lake

Edmonton Metropolitan Regional Planning Commission
Elk Point and District Regional Recreation and Cultural Board

Fairview Recreational and Cultural Board
County of Flagstaff No. 29
Fort McMurray, Community Services Advisory Board
County of Forty Mile No. 8

Vivian Goodrich, Diamond City
City of Grande Prairie

J.D. Harder, Stony Plain
Connie Heckenliable, Sylvan Lake
Kerry Hope, Hinton

Improvement District No. 14

Jasper Recreation Board
The John Howard Society of Alberta

Dave Kidney, DGK Planning Associates Ltd., High River

Town of Lac La Biche
Lac Ste. Anne Regional Recreation Council
Summer Village of Lakeview
Leduc Parks and Recreation Board
Little League Baseball Alberta
Longview and District Recreation Board
Emily Loudon, Miquelon Funland Hoss Amusements Ltd., Hay Lakes

Dr. Nancy Maquire, Calgary
Nancy McCaLder, Edmonton
Len McDougall, Didsbury
Edith L. McDowell, Claresholm
Arlene Meldrum, Edmonton
Metis Association of Alberta
Robert R. Mickelson, Hinton
S.B. "Sparkie" Milner/Colin Kilburn, Edmonton

Nanton & District Cultural & Recreation Board
Rosemary Nation, Calgary
Village of Nobleford

Okotoks & District Recreation Board
Oldman River Canoe and Kayak Association
Oldman River Regional Recreation Board
Olds and District Recreation Board

Palliser Regional Planning Commission
County of Parkland Parks and Recreation Board and Department
Ponoka and District Regional Recreation Board
Brian A. Prior, Calgary
M.D. of Provost

New Town of Rainbow Lake
Red Deer Regional Planning Commission
Restwell Trailer Park and Cabins Ltd., Canmore
Ringette Alberta
Earl Rollefstad, Medicine Hat
Dr. B.J. Rostron, Calgary
Royal Life Saving Society Canada, Alberta and Northwest Territories Branch
Peter S. Ruppert, Mayor, Village of Lamond
Rycroft and District Recreation Board

Senior Citizens Opportunity Neighbourhood Association, Edmonton
 Sherwood Park and District Chamber of Commerce
 County of Smoky Lake No. 13/Town of Smoky Lake
 Smoky Lake Fish & Game Association
 South Peace Regional Planning Commission
 Southern Alberta Recreation Association
 Town of Spruce Grove
 Town of Stavely
 Karen Steadman, Community Recreation Director, Lac La Biche
 Bill Stewart, Edmonton
 County of Strathcona No. 20 Recreation and Parks
 Sturgeon Regional Recreation Council
 Town of Sylvan Lake/Sylvan Lake and District Recreation Board

County of Thorhild No. 7 Recreation Board

Van D. Van Orman, Mayor, Town of Taber
 Joe Van Rijn, Coaldale
 R. Van Vliet, Spruce Grove
 Vegreville Parks and Recreation
 Vermilion and District Recreation Board

Midge Westernmark, Calgary
 Westlock Regional Recreation Board
 Town of Whitecourt/Whitecourt and District Parks and Recreation Advisory Board

Yellowhead Recreation Administrators Association
 Yellowhead Regional Planning Commission
 Young Women's Christian Association, Edmonton

III. REGIONAL WORKSHOPS

The following list of people attended one of seven regional workshops that were held in May and June, 1984. Small group discussions during the workshops provided important information for the department in developing the Draft Policy Statement.

1. Grande Prairie Workshop

Randy Aubie	Valleyview	Jim Kincaid	Spirit River
Burnice Bamping	Peace River	Ken Langstaff	High Level
Veronica Bast	Brownvale	Jean Leister	High Level
Gerry Borden	Grouard	Andy McCracken	Valleyview
Kelly Daniels	Grande Prairie	Bonita Neri	Falher
Harvey Denechoan	Assumption	Bill O'Toole	Grande Prairie
Barry Ellis	Peace River	Donna Ross	Cleardale
Don Gannon	Hines Creek	John Sereda	Fairview
Christina Jones	McLennan	David Sikora	Gift Lake
Renate Kaiser	Whitelaw	Alec Simpson	Fairview
George Keay	High Prairie	Ted Vanderkley	Fairview

2. Red Deer Workshop

Gary Browning	Devon	Ian Reid	Red Deer
Monica Chesney	Ponoka	Doug Rentmeister	Hobbema
Don Cote	Delburne	Ed Shaw	Leduc
Gerry Cragg	Red Deer	Bill Shaw	Red Deer
Larry Galavan	Calmar	John Simpson	Red Deer
Larry Holstead	Rocky Mountain House	Caroline Strand	Breton
Ted Johnson	Red Deer	Calvin Sutela	Sylvan Lake
Darryl Koller	Blackfalds	Dianne C. Tharp	Devon
Max Lernermeier	Warburg	Theo Thirsk	Kelsey
Lou Maga	Red Deer	Tofiel Wagner	Leduc
Mrs. C. McElroy	Edmonton	Jim Young	Red Deer
Rod Rains	Lacombe		

3. Edmonton Workshop

Al Afleck	Edmonton	Darlene MacIntosh	Edmonton
Paul Altrogy	Edmonton	Gord MacIntosh	Spruce Grove
Barry Anderson	Edmonton	Darrel Martin	Edmonton
Jack Andrews	Edson	Elsie McFarland	Edmonton
Rich Bailey	Edmonton	Arlene Meldrum	Edmonton
Don Barron	Edmonton	Ken Oleschuk	Edmonton
Judy Bethel	Edmonton	Lise Packer	Edmonton
Tedd Brulotte	Edmonton	Clive Padfield	Edmonton
Tim Byrne	Edmonton	Mike Paus	Edmonton
Duncan Campbell	Edmonton	John Reeves	Edmonton
Ron Coulombe	Edmonton	Isma Seyer	Edmonton
Bob Cowan	Edmonton	Ken Shearer	Edmonton
George Cowling	Edmonton	Stella Shrum	Edmonton
Donna Davis	Edmonton	Trevor Slack	Edmonton
Sandi Draper	Edmonton	Graham Smith	Edmonton
Joe Dumonceau	Edmonton	Gwen Smith	Edmonton
Jean Funk	Sherwood Park	Ian Soles	St. Albert
Gerry Glassford	Edmonton	Diane Steiner	Edmonton
Eileen Gullian	Edmonton	Bill Stewart	Edmonton
Peter Harcourt	Edmonton	Alison Tomkinson	Edmonton
Mickey Holland	Edmonton	Paul Underwood	Morinville
Doug Irwin	Sherwood Park	Don Warren	St. Albert
Kevan Jess	Westlock	Bob Weller	St. Albert
Sig Jorstead	Edmonton	Wanda Wetterberg	Edmonton
Larry Kirkpatrick	Morinville	Marg Williamson	Edmonton
Rudy Koop	Edmonton	David Winfield	Edmonton
Bob Lancaster	Edmonton	Lorne Wood	St. Albert
Glenn Lavold	Edmonton	Danny Woytiuk	St. Albert
Robert Lemaire	Edmonton	Eldon Wyman	Edmonton

Edmonton - Parks Stream

Charlie Archibald
Keith Baker
Elizabeth Beaubien
Dorothy Broadbent
Dave Dodge
Dana Dolsen
Dave Ealey
Matt Fairbarns
Ron Gladish
R. Peter Heron
Ted Johnson
Rob Keip

Glen Kingdon
Brian Kwasney
Peter Murphy
Roy Ozanne
Beverly Parker
Bill Shaw
Stan Skirrow
Godo Stoyke
Burt Swain
Ron Tatasciore
Ken Walker
Jack Wright

4. St. Paul Workshop

Jim Bentein	Grand Center
Viola Ceklic	Waskatenau
Dave Dmytryshyn	Lloydminster
David Durrant	Grand Center
Don Harris	Medley
Doug Hays	St. Paul
Dennis Holowaychuk	Smoky Lake
Larry Lambert	St. Paul
Ted Langford	Lac La Biche
Harry Leskiw	Smoky Lake

Anita Lorenzino
Roy McDonald
David Ogilvie
Mike Pawliuk
Paul Rebekowich
Marjorie Robinson
Karen Steadman
Pat Walsh
Harvey Yoder

Fort McMurray
Ardmore
Medley
Two Hills
Wandering River
St. Brides
Lac La Biche
Cold Lake
Lac La Biche

5. Lethbridge Workshop

Jack Ady	Hillspring
Alva Bair	Milk River
Leo Bourassa	Fort McLeod
E.B. Cunningham	McGrath
Ron Davis	Medicine Hat
Frank Englehart	McGrath
Vivian Goodrich	Diamond City
Roy Hadlington	Bow Island
Richard Hebert	Medicine Hat
Kelvin Jensen	Cardston

Brenda Johnston
Mickey Kelly
Gordon Nicoll
Hilton Pharis
Cheryl Smith
Dave Smithson
Patti Stewart
George Wellman
Midge Westermark
Marvin Yellow Horn

Lethbridge
Medicine Hat
Foremost
Pincher Creek
Glenwood
Elkwater
Lethbridge
Claresholm
Calgary
Brocket

6. Calgary Workshop

Russ Anderson	Calgary	Mac Makenny	Priddis
Birdie Archer	Calgary	Amar Mangat	Calgary
Bob Beck	Calgary	Rick Mansell	Calgary
Faith Blight	Calgary	Ron Matthews	Banff
Bob Bratton	Calgary	Len McDougall	Didsbury
Bea Brown	Gleichen	Doug Milne	Calgary
Victor Brown	Gleichen	Irene Misak	Calgary
Phil Carleton	Calgary	Sharon Montgomery	St. Albert
Fred Cole	Cochrane	John Moore	Calgary
Stan Cowley	Seebe	Gladys Nikiforuk	Calgary
Maureen Cranz	Calgary	Leagh Patterson	Calgary
Diane Danielson	Calgary	Paul Poirer	Calgary
Bruce Elkin	Canmore	Ted Rhodes	Calgary
Esther Emmett	Calgary	John Roberts	Calgary
Bill Fisher	Calgary	Morley Roelofs	Lethbridge
Dan Goodchild	Calgary	Bernie Schiesser	Banff
Barbara Hill	Olds	James Taylor	Calgary
Al James	Calgary	Gary Tomasson	Calgary
John Jordhoy	Calgary	Rob Van Biezen	Airdrie
Nestor Kelba	Calgary	Jim Woledge	Calgary
Dave Kidney	High River	Leah Wood	Calgary
Annette Lachaine	Calgary	Ron Wood	Calgary
Joan Lee	Calgary	Tom Wright	Calgary
Margaret Lounds	Calgary	Peter Zwengrowski	Calgary

Calgary - Parks Stream

Dave Adie	George Palardy
Mary Bailey	Linda Patterson
Cheryl Bradley	Maryhelen Posey
Rob Gardner	Don Pyke
Ron Goodwin	E. Rollestad
Julian Guay	Tom Ross
Doug Kariel	Robert Scace
Jim McCulloch	Norman Simmons
Bill McIntyre	Darryl Skinner
Ed Mereniuk	Pat Swain
Gerry Muza	Alan Taggart
Doug Nielsen	Cliff Wallis
Dave Oliphant	Peter Wallis
Wayne Orpe	Brent Wylie
Diane Pachal	Mike Yakey

7. Drumheller Workshop

Art Bauer	Torrington	Brian Maguire	Bassano
Wade Brosseau	Three Hills	Jack McKinlay	Consort
Ted Earl	Drumheller	Jim Powel	Hardisty
June Gair	Killam	Doug Rasmussen	Drumheller
Stu Harron	Bassano	Jay Slomp	Oyen
Arnold Jacobsen	Forestburg	John Wright	Castor
Gloria Johnson	Delia	Peter Yakulic	Stettler
John Lijdsman	Oyen		

In addition to the public workshops, two workshops were held with parks and recreation staff of Edmonton and Calgary.

City of Calgary Workshop

Jim Allison
Ken Balmer
Theresa Baxter
Ken Bosma
Dave Boyack
John Cimino
Ed Corson
Debbie Davison
Rudy Dold
John Dong
Gary Foster
Cheryl Hodgson
Brian Holmes
Kenn Knights
Margaret Lounds
Amar Mangat
Rick Mansell

Jim McDonald
Fred McHenry
Deanie McIlhargey
Liane McKenna
Brian Noble
Joyce Patten
Walter Renolds
Paul Riegel
Erich Rieger
Tony Scherer
Kieth Scott
John Siminot
Andy Siska
Rabie Sohill
Joe Strutt
Shirley Valentine
Karen Ward

City of Edmonton Workshop

Barry Anderson
Don Ausman
Judy Bethel
Maryann Budnitsky
Hobay Clark
Cory Cunningham
Ellen Edwards
Marion Herbert
Mike Kelly
Mac Kushnerik

Ed Matheson
Bill Maxim
Kathleen McCallum
Steve Mendryk
Cora Molstad
Ruth Spector
Lillian Starozik
Wanda Wetterberg
Don Williams

IV. SPECIAL STUDIES

Three studies were completed for the department for use as background information in developing the Draft Policy Statement:

1. The Economic Significance of Recreation in Alberta, Dr. T.L. Burton, Chairman, Department of Recreation and Leisure Studies, University of Alberta;
2. A Recreation Development Perspective for Alberta, a document based on a report prepared by P.E.R.C. Consulting; and
3. Conservation in Practice in Alberta: An Examination of the Role of Alberta Recreation and Parks, Dr. G. Swinnerton, Department of Recreation and Leisure Studies, University of Alberta.

V. SPECIAL MEETINGS

Information was also collected during meetings with individuals in other agencies.

1. Fitness Canada, Michel Bedard, Karl Benny and Barb Jewett.
2. Canadian Parks/Recreation Association, Denny Neider.
3. Health and Welfare Canada, Health Services and Promotion Branch, Sylvia Bisson and Phyllis McDougall.
4. University of Ottawa, Department of Recreology, Dr. Tom Goodale.
5. Lloyd Minshall.
6. ParticipAction, Bob Duck.
7. Private Consultant, Toronto, Dr. E.H. Berger.
8. York University, Department of Environmental Studies, Dr. D. Cappon.

Appendix C

Maps:

1. Provincial Parks
2. Provincial Recreation Areas
3. Natural Regions Of Alberta

Alberta RECREATION AND PARKS

0 50 100
km

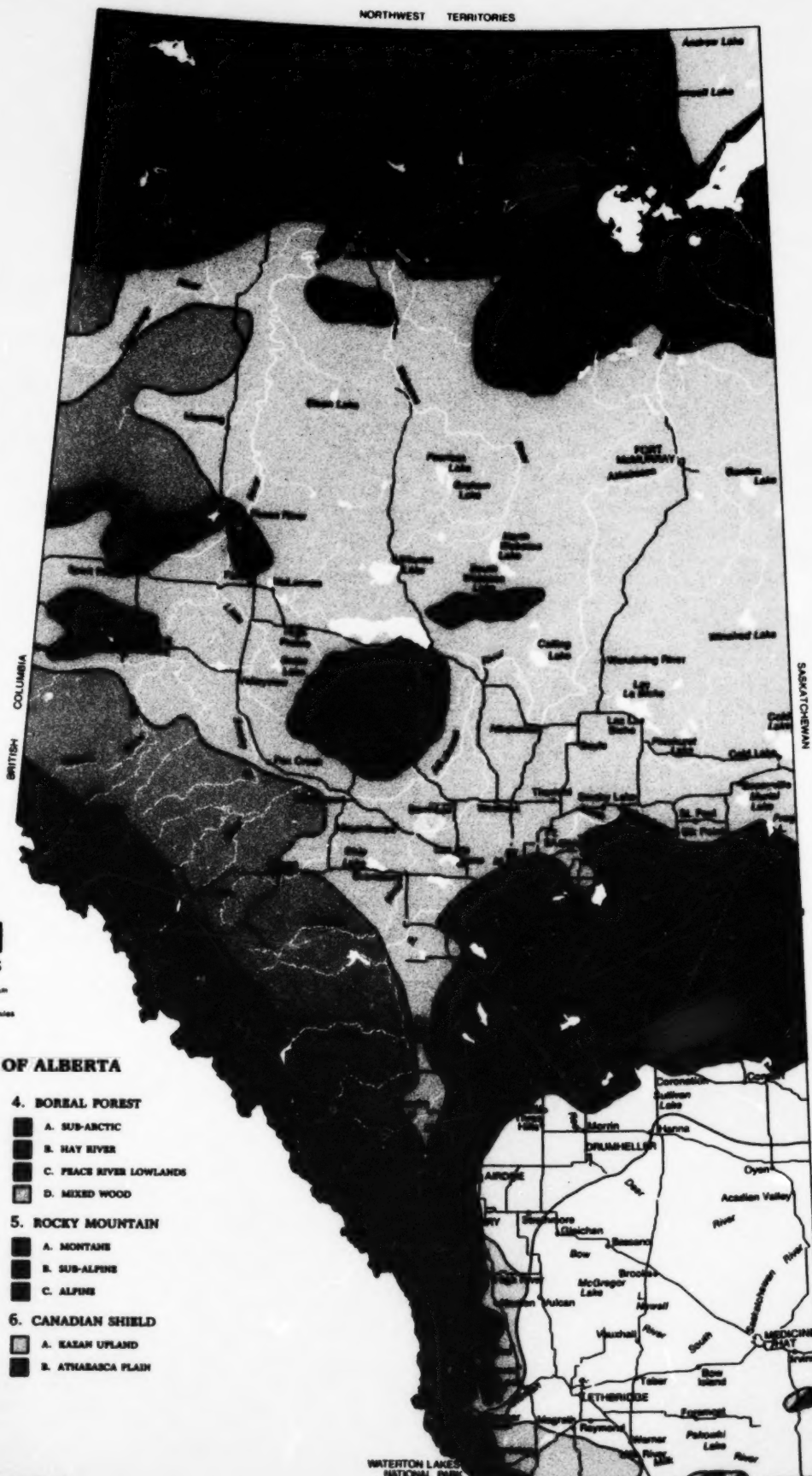
1965
▲ PROVINCIAL PARKS





- 1 ANGLING LAKE
- 2 ASSINEAU RIVER
- 3 BEAR TRAP LAKE
- 4 BEAVER LAKE
- 5 BIG VALLEY
- 6 BIRCH BAY
- 7 BLERIOT FERRY
- 8 BONNIE LAKE
- 9 BONNYVILLE BEACH
- 10 BUFFALO LAKE
- 11 CARMANGAY
- 12 CASTLE RIVER
- 13 CHIN COULEE
- 14 CHIN LAKES
- 15 CREMONA
- 16 CROOKED CREEK
- 17 DOG POUND CREEK
- 18 DUNVEGAN
- 19 EASTBOURNE
- 20 EMERSON BRIDGE
- 21 ENGLISH BAY
- 22 ETHEL LAKE
- 23 FALLEN TIMBER
- 24 FLOATING STONE LAKE
- 25 FORK LAKE
- 26 FRANCHERE BAY
- 27 FRENCHMAN'S BAY
- 28 GRIMSHAW
- 29 HIGH PRAIRIE
- 30 HOODOOS
- 31 HORSESHOE CANYON
- 32 JAMES RIVER BRIDGE
- 33 KEHIWIN
- 34 LEA PARK
- 35 LESSER SLAVE RIVER
- 36 LOWER MANN LAKE
- 37 LUNDBRECK FALLS
- 38 MALLAIG
- 39 MANATOKAN
- 40 MCKENZIE CROSSING
- 41 MEDICINE RIVER
- 42 MISSAWAWI LAKE
- 43 MITSUE
- 44 MOORE LAKE EAST
- 45 MOORE LAKE WEST
- 46 MORRIN BRIDGE
- 47 MURIEL LAKE
- 48 NOJACK
- 49 NORTH BUCK LAKE
- 50 OWL RIVER
- 51 PEACE RIVER
- 52 PLAMONDON BEACH
- 53 RAVEN
- 54 SCANDIA
- 55 SILVER VALLEY
- 56 STONY
- 57 SUN HAVEN
- 58 TAY RIVER
- 59 THE NARROWS
- 60 TOLMAN BRIDGE
- 61 TRAVERS DAM
- 62 TWIN LAKES
- 63 VEZEAU
- 64 VINCENT
- 65 YARROW CREEK

NORTHWEST TERRITORIES



Alberta
RECREATION AND PARKS

km 0 10 20 30 40 50 60 70
miles 0 10 20 30 40 50 60 70

1985

NATURAL REGIONS OF ALBERTA

1. GRASSLAND

- A. MIXED
- B. NORTHERN FESCUE
- C. FOOTHILLS

2. PARKLAND

- A. CENTRAL
- B. FOOTHILLS
- C. PRINCE RIVER

3. FOOTHILLS

- A. MAIN
- B. NORTHERN OUTLIER

4. BOREAL FOREST

- A. SUB-ARCTIC
- B. HAY RIVER
- C. PRINCE RIVER LOWLANDS
- D. MIXED WOOD

5. ROCKY MOUNTAIN

- A. MONTANE
- B. SUB-ALPINE
- C. ALPINE

6. CANADIAN SHIELD

- A. KAZAN UPLAND
- B. ATHABASCA PLAIN